

Return-Path: <idixon@om.com.au>
Date: Fri, 18 Jul 1997 21:05:12 +1000
X-Sender: idixon@mail.om.com.au
To: bigscrub@om.com.au
From: ian dixon <idixon@om.com.au>
Subject: envirocon mac files
X-Attachments: F:\ENVIRO\ENVIROC.FP3; F:\ENVIRO\KATRINA.DOC;
F:\ENVIRO\INDOX.DOC; F:\ENVIRO\FUNDING;

throw these into the appropriate directory for the conference
for attention of Duth and John ?

Attachment Converted: C:\WINDOWS\Desktop\CRA _ RRG\ENVIROC.FP3

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\$120m fails to fix forest industry,

By BRIAN WOODLEY

COMPLAINTS over a \$120 million forest industry restructuring package led the federal and NSW governments to order quiet changes aimed at minimising potential conflicts of interest.

But the changes have not satisfied critics, who include company directors, industry associations, politicians and the NSW Independent Commission Against Corruption.

Led by Robert Bain, executive director of the National Association of Forest Industries, critics say the package, which has been used to fund the exit of scores of companies from the NSW forest industry, is fundamentally flawed and needs a complete overhaul.

Since late 1995 at least 42 companies have received about \$8 million to leave the industry. A further \$5 million has been paid out in redundancies, and other grants have been made to upgrade surviving mills. A number of applications for assistance have also been rejected or delayed.

A key concern of many people interviewed over several weeks by *The Australian* is the role of two industry participants, the NSW Forest Products Association and the Construction For-

critics claim

estry Mining and Energy Union. Although they represent only some sections of the industry — and have clashed with other sections — the FPA and CFMEU have been given the industry positions on the restructuring committees.

This follows the decision of both organisations two years ago to side with Bob Carr's

policy to impose 40 per cent cuts to the volume of timber taken from State forests.

A State Opposition MP, Andrew Fraser, estimates the FPA covers only 30 per cent of the NSW industry. The executive director of the FPA, Col Dorber, claims the FPA represents a majority.

Mr Dorber's role as a member

of the Forestry Structural Adjustment Committee, jointly formed by the NSW and federal governments, involves assessing applications from companies that have had differences with the FPA and refuse to acknowledge it as the voice of the NSW industry, as well as companies whose directors are on the FPA board.

The directors of several non-FPA companies told *The Australian* they did not believe they could be properly represented by Mr Dorber on the FSAC.

"FPA's not industry — not by a long shot," said Neville Smith, a sawmiller in the northern town of Dorrigo.

Dr Bain said he did not believe it was possible for Mr

Dorber, who in his FPA capacity had his own vision for the industry, to set that vision aside when considering applications for public funds by either FPA or non-FPA affiliates. Dr Bain called for the removal of stakeholders and a "more open and transparent" approach by the FSAC.

Dr Bain's view was supported

by Richard Sims, who operates a sawmill at Muswellbrook, in central NSW. Mr Sims resigned from the FPA board last year after deciding it no longer represented the best interests of the industry. He has urged the Commonwealth to freeze its \$60 million share of the package until an independent audit is made of FSAC decisions.

Mr Dorber acknowledged there had been criticism of his role and that this had led to last December's tightening of the procedures of the FSAC.

He strongly denied his FSAC job had led to any undeclared conflicts of interest. "I'm a bigger man than that. I don't allow the question of membership to affect me."

Federal Primary Industry and Energy Minister John Anderson and NSW Land and Water Conservation Minister Kim Yeadon said in separate statements that as a result of allegations by NAFI, the Forest Protection Society and other industry participants, they had agreed to change the FSAC's operating procedures in two key areas. The changes made the rules governing declarations of interest clearer, and introduced a more arms-length appeals process.

Despite the tightening of procedures, however, the ICAC expressed concern two weeks ago to Bob Smith, director-general of the NSW Department of Land and Water Conservation, that the code of conduct for the FSAC still "does not adequately address the question of managing conflicts of interest in a number of respects".

Jane McAloon, director of the joint government unit responsible for administering the FSAC, said the ICAC's concerns would be pursued.

forest parks countdown

spring 1997
campaign
update

Will Bob Carr save the forests?

Recently NSW Premier Bob Carr has been claiming to have saved the forests. His claim is a little premature. What his Government has done in its first two years is temporarily halt logging in many of the high conservation value forests of eastern NSW. He has also presided over a study of these forests characterised by unprecedented openness and co-operation.

But all of these achievements do not add up to "saving the forests". They are good groundwork, and important steps towards that goal. Through the Comprehensive Regional Assessments (CRA), solid information can be collected to inform the Regional Forest Agreements (RFAs) to be developed by the State and Federal Governments.

And that historic time, when the fate of the forests will be determined, is drawing nearer. The draft RFA for the controversial Eden woodchip zone will be on display later this year. For the first time in decades we have a real chance of saving the best of the South East Forests and ending the broad-scale woodchipping that has devastated the region.

A good decision on the south-east forests will:

- protect as national park the entire 145,000 hectares needed to establish a comprehensive, adequate and representative reserve system,
- protect for all time the Coolangubra wilderness,
- replace clear-fell logging with new ecologically sustainable forestry practices, and
- fulfil Bob Carr's election promise to phase out export woodchipping by 2000.

According to the Government's schedule, the Eden RFA will be followed by the Upper North East region in March 1998, and the Lower Northern and Southern regions by December 1998. To meet this timetable the Government may have to adjust the areas being considered to concentrate on the main woodchipping zones. They will also need to boost the research funds so they will have all

ferry critter in tree?

DRAFT

development of a series of
adapted
for NSW forests

which has the support of the
NSW conservation movement

the necessary environmental, social and economic data needed to make the best possible decision.

With the next State election scheduled for March 1999, Bob Carr has the opportunity to go the people having proudly fulfilled his promise to save the forests. This is an ambitious, but perfectly feasible task. All it takes is a level of ^{political} commitment which matches the pre-election rhetoric. Bob Carr can save the forests... but will he?

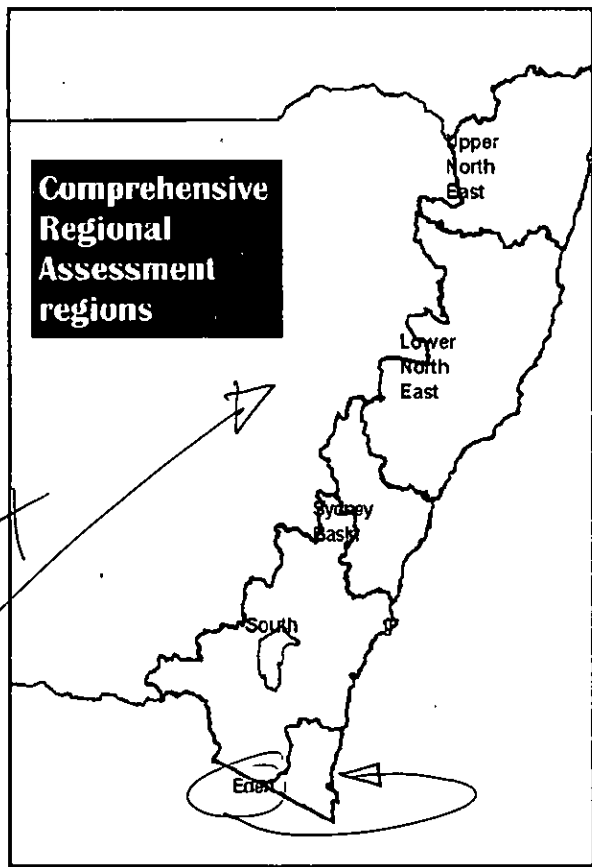
agree to

both

NSW and
Commonwealth

The purpose of this campaign update is to inform our readers just how far there is still to go to finally achieve that goal.

?



The story so far

Before the election the State Government promised to protect the forests of NSW, and reform the forestry industry. They aimed to do this by adding more areas to the national park system to properly protect all forest types, and by changing logging practices to make forestry ecologically sustainable.

The first step was a temporary halt to logging in the areas likely to be needed for the reserve system in the tablelands and coastal forests (the Interim Assessment Process). This was announced in October ~~last year~~ *identified as being*.

following a detailed negotiation involving conservation groups, unions, the forest industry and the Federal and State Governments.

Logging was halted in 816,000 hectares of State forest. At the same time 12 wilderness areas and ten new national parks were announced, *When these wilderness are gazetted, they will have a quarry wilderness declaration*. While these protected areas were a welcome signal of the Government's intentions, they were simply the first step.

The news wasn't all good, however. The Government cut the industry's logging quotas by up to 50 per cent, but at the same time it guaranteed ten year contracts at fixed, compensatable volumes. As the conservation groups pointed out at the time, *committed* the data (showed that) in many regions the volume of timber could not be supplied from the 'loggable' State Forest areas. Rather than limiting supply to the timber available, the Government is now allowing logging in the so-called moratorium areas to meet those over-committed contracts - security for the forest industry, grave danger for the environment.

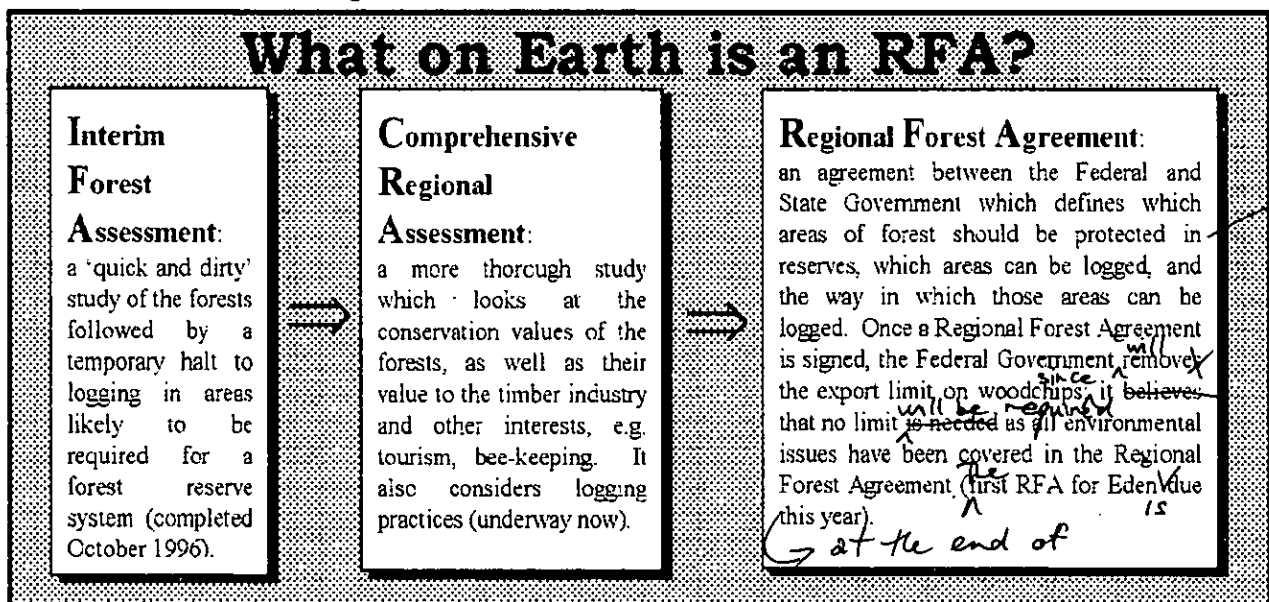
SF's in the Wood Resources Study was inaccurate and

South Coast Koalas on the edge

A study of koala populations on the Far South Coast of NSW has found that logging and extensive clearing has reduced koala numbers to the point of endangerment. There are probably less than 50 koalas surviving in the region, with the largest population of about 20 at Murrah State Forest north of Bega. Evidence of smaller populations was found at Yurammie, Tantawangalo and Nullica State Forests.

The most worrying aspect of the surveys were the sites where no evidence of recent koala use was found, despite there being sightings in the past. Together these results suggest a continuing decline in koala numbers in the region.

As a result, the South East Forest Conservation Council has nominated the regional koala population as an endangered population under the *Threatened Species Conservation Act*. If the nomination proves successful, the Government will be required to prepare a recovery plan so



photo? diagram?

biggest drawback to

that these koalas will have a future.

NSW forest ^{assessment} process leads Australia ^{+ the world}

While the NSW forest ^{assessment} process isn't perfect, it's certainly streets ahead of anything happening in the other States.

Australia's first Regional Forest Agreement (RFA) for East Gippsland in Victoria was signed in January this year. Already its failure to protect all the significant forest areas has led to on-going protests and the arrests of well over 100 people attempting to protect the Goolengook area from woodchipping. This beautiful valley is of national significance for Australian rainforests, and has three different rainforest types occurring next to each other.

^{core issues} The East Gippsland RFA failed to resolve important issues such as World Heritage, and the removal of subsidies to the industry through micro-economic reform. These will now be dealt with later, through a separate process, but given that woodchip export limits have now been lifted, it is unlikely they will be dealt with fully.

^{non-government organisations} Unlike NSW, where the conservation, industry, union, farmer and Aboriginal groups are represented on the technical and steering committees, the Victorian Government kept all community stakeholders outside. This behind-closed-doors approach has also been used in Tasmania and WA. While it doesn't guarantee a good outcome, this participatory approach at least helps to "keep the bastards honest". NSW conservation groups want to be sure, however, that this participation runs right through to the final stage of designing RFA options. ^{use the same data to}

^{versions of the regions map} NSW is also ahead in the free availability of information. ^{NAP} All groups can ^{redesign} their virtual forest system to come up with different ^{compromise positions} which allow for ^(all) the forest values to be protected while minimising the impact on the timber industry.

The WA Government has only recently agreed to move into the RFA process. They had been arguing that 10% of every forest type, rather than 15%, is the appropriate target for their reserve system. They have also argued that WA only has two forest types, karri and jarrah,

a gross over-simplification with no support from the scientific community. If their arguments are accepted by the Commonwealth, the final reserve system will be much smaller than it should be.

The final insult from the RFA process is that despite the secure timber supplies that the RFAs provide, there is little interest in investing in value-adding industries in Australia. According to industry analysts, woodchip companies simply want to continue selling our forests to Japan at bargain basement prices. Woodchip exporters have been the big winners so far, and they remain the biggest problem our forests face.

We can do it differently in NSW, and we must if the forests are to survive.

Tasmania?

Forest study finds 'extinct' plant

^{has already become clear} One thing that all participants are learning through the Comprehensive ~~Forest~~ Assessments (CRA) is just how little is known about the forests of NSW. ^{Regional} State Forests, ^{NSW} for example, have been shown to have little real idea how much timber is available. In some regions their most recent best estimate (used to guide the Government's decision in October last year) has proved to be an overestimate of more than 100% (?? Is this right??).

^{already} On the conservation side, environmentalists' long stated concern about the immense diversity of our forests has been ^{confirmed}. Preliminary studies of threatened plants in the Upper North East of the State have found populations of the Lismore Muttonwood (*Rapanea sp. a*), previously presumed extinct. Also located have been three new populations of the endangered vine *Tylophora woollsi*, whose last known population was destroyed by road-works a few years ago. ^(OPE)

The eight week survey of the ^{region} collected data on a total of 43 threatened and 180 significant plant species, including many previously unknown populations. This is testimony to both the paucity of ^{past surveys} and the vital need to undertake further surveys to ensure that threatened plants are duly considered. With over 200 plant species listed on the NSW Threatened Species Conservation Act

and over 800 other significant species occurring in the Upper North east alone, this is no trivial matter.

Plantations outstrip native forests in earnings

The Comprehensive Regional Assessment (CRA) is also turning up interesting information about the state of the wood products industry. NSW is the first state to include plantations in a CRA, and it has been revealed that the plantation industry now provides more timber than the native forest industry.

An examination of State Forests' accounts for 95-96 reveals that 80% of the agency's profits come from the plantation sector, and more areas of mature plantation are still to be harvested. *(?confirmation?)* *The state* is currently at less than half its plantation production capacity. It's hard to understand why so much time and money has been put into keeping afloat the sinking ship that is the native forest industry.

Western NSW

While much attention has focused on the forests of eastern NSW, the west of the State *is* left languishing. Just \$500,000 has been allocated to a regional assessment of western NSW, and so far only about half of this has been allocated to a microbial and invertebrate assessment of Sturt National Park. While a valuable exercise, this is not the priority set by environment groups.

We have called for an urgent moratorium process similar to that used in the eastern forests to halt logging in the most sensitive areas while a detailed regional assessment is done. Forests and woodlands, such as the River Red Gum forests of the Murray, and the Cypress forests of the Pilliga Scrub, should be the priority for this exercise. This is particularly urgent given that in western

NSW little more than 2% of the land is in conservation reserves.

Cable Logging ≠ Ecologically Sustainable Forest Management

Although State Forests have moved away from broad-scale clear-felling operations, the practice is still used at smaller scales, and under less inflammatory names, such as 'gap and cluster logging'. While the Comprehensive Regional Assessments should consider the ecological sustainability of these practices, to date they have received little attention.

Instead, there has been an alarming focus on cable-logging, a practice underway in Tasmania and promoted by the Forest Products Association last year. Cable logging involves dragging or hanging logs from overhead cables like flying foxes. While this part of the operation is less damaging to the undergrowth and the soil than conventional logging, the Tasmanian experience of the aftermath has been very destructive.

This is because cable logging allows very steep slopes to be harvested. Once the trees are gone, Tasmanian conservation groups report whole hill slides slumping and eroding. By avoiding one problem, another major one is created.

Conservation groups are calling for a more thorough analysis of what is meant by ecologically sustainable forest management. In particular, the relative impacts of very low volume selective logging, akin to the practices used last century, should be examined.

At the moment the ecologically sustainable forestry management review is not considering *detailed* practices, only management systems - double-talk for removing or watering down the already insufficient statutory environmental constraints on intensive logging and clearfelling.

How you can help to save the forests

- Write a letter to NSW Premier Bob Carr (c/- Parliament House, Macquarie St, Sydney 2000). Tell him that you are concerned that the forest reform program in NSW stays on track. In particular, ask him to ensure that:
 1. The options for the Eden RFA include one which meets all the forest reserve targets (including the 15% of all forest types target)
 2. The Government completes the RFAs for Eden, the Upper North East, Lower North East and Southern region by the end of 1998. This might involve changing the regional boundaries so that the northern tablelands are considered at a later date
 3. Additional funding for environmental, social and economic research is provided so that the RFAs can be completed before the end of 1998
 4. Conservation groups (and other stakeholders) have a seat on the committees who draw up the RFA options
- Attend a Regional Forest Forum meeting to have your say on the future of the forests in your region. Conservation voices are needed at these meetings. Contact NSW Forest Networkers Elke or Therese on (02) 9247 4206 for details.
- Volunteer your time to help a conservation group working on the forests. Contact NSW Forest Networkers Elke or Therese on (02) 9247 4206 for the name of your local group.
- Visit the forests. ACF Forest Campaign Group is running walks for walking club leaders into forests on the south coast in September, October and November. Come along and see the forests for yourself. Phone ACF on 02 9247 4285.
- Visit your local MP. Raise the points mentioned above in the letter to the Premier with your local MP. We need bipartisan support for a good outcome on NSW forests.
- Recruit a friend for the forest campaign. This newsletter is going out to everyone on the NSW Forest Countdown mailing list. Pass it on to one of your friends who you think might be interested in saving the forests.

one line dropped onto page 5.

forest parks countdown spring 1997 campaign update.

A Critique of
The Northern Rivers Region
Area Strategy

Presented by
Bob Brinsmead

(Horticulturist, Farmer, Founder/Owner Tropical Fruit World, Tweed Shire Councillor)

Introductory Note:

The Department of Urban Affairs and Planning, in partnership with NOREDO and NOROC, is working together to produce a Northern Rivers Region Strategy. Committees from the Grafton, Lismore and Tweed areas are participating.

A number of documents have been prepared to facilitate discussion, and things have progressed as far as some preliminary outlines of the Strategy.

The secretariat of the Strategy's Management Committee has called for input from any part in the community. After reading hundreds of pages of documents and the preliminary drafts of the Strategy, I have decided to respond to the invitation to make comments. When I refer to the Strategy in the following pages I mean the total collection of documents to hand as of June 1997.

A Summary Overview

Like most Western democracies, Australia's eco/political system is a mix of private and public sectors, free market and government controls, capitalism and socialism. In its efforts to arrive at a balance between individual freedom and community responsibility, our eco/political system avoids the extremes of pure capitalism or too much social intervention.

In this context, we are all familiar with the meaning of the Far Right and the Far Left. The ballot box makes it pretty clear that the majority of Australians choose to avoid either extremes and live somewhere near the middle ground.

My critique of the Strategy is based on one major observation; from beginning to end the Strategy is unbalanced and biased in one direction.

1. The Strategy is biased toward central planning and regulatory control rather than the market and free enterprise.

In this matter the Strategy lacks balance.

2. The Strategy is biased toward the pre-eminence of the Community and collective solutions in such a way that it disparages the Importance of Individualism, private freedoms and ownership of the means of production.

In this matter the Strategy lacks balance.

3. The Strategy uncritically accepts the pessimistic, alarmist claims of the environmental lobby in respect to such things as the Ozone Layer, climate change, depletion of resources, fossil fuel, motor cars etc. Assuming these alarmist claims are true, the Strategy apparently feels that its one-sided, extreme policies are justified.

In its biased environmental assumptions, the Strategy lacks balance.

4. The Strategy is biased toward prescribing (imposing?) what values and world view are appropriate for the community.

Values and world views are the domain of religion as broadly defined by philosophy and sociology. They can not, under any circumstances, be imposed upon the individual by any collective authority.

In this matter the Strategy violates the human right of freedom of choice in matters of conscience and values. In principle, the Strategy puts values and state, religion and politics, under one roof. This is drastic totalitarian stuff.

5. The Strategy is biased in favour of alternative farming practices over against conventional agriculture in the interests of protecting the environment.

The Strategy is biased in that it looks at the negative side of high-yield agricultural technology, while completely failing to acknowledge some of its tremendous environmental achievements (eg. in freeing millions of acres of land back to forests, prevention of mass starvation etc).

In this matter the Strategy exhibits a lack of any semblance of balance.

6. The Strategy is biased in that it advocates achieving social equity by central planning measures without a counter balancing emphasis on individual responsibility and reward for personal effort.

The Strategy makes it sound like everyone is entitled to have a job, housing, health services, education and adequate transport served up on a plate as a right ("The country owes me a living") apart from the individual also needing to make efforts, sacrifices and personal commitments to achieve these worthwhile goals.

Providing equal opportunities is a worthy goal, (Few would disagree with this). But we must not expect (much less demand) equality of outcomes. The Strategy blurs the distinction between opportunities and outcomes.

In this matter the Strategy is biased toward socialism.

A Summary Conclusion

Throughout the Strategy most of the traffic is headed in one direction.

The Strategy reads like a Manifesto of Green Socialism.

The environmental lobby is well represented in the discussion groups, documents, and even in the bibliographies. It is right that they should be represented in the community consultation process. But the Strategy indicates they have dominated the conversation, the process and the final result.

Dick Smith is proof that you don't have to hail from the Far Left in order to qualify as an environmentalist. Yet there is no disputing that the mainstream of the environmental lobby does lean toward the Far Left. Look back over the 6 points covered in this overview, and they all fairly represent the biases of the green lobby.

I have no argument against the view point of the environmental lobby being represented in the Strategy. I do object however, when their views have become a Cuckoo in the Strategy's nest.

The Strategy is biased in the direction of environmental socialism. It lacks the balance required if our society is to avoid the extreme solutions of either Far Right or Far Left.

A more detailed elaboration of these points will follow.

NOREDO

Northern Rivers Regional Economic Development Organisation Inc

Chairperson: Jim Gallagher
Administrator: Paul Amar

email : noredo@nor.com.au

Secretariat: NOREDO
PO Box 1474
LISMORE NSW 2480

Telephone: (066) 22 4665
Facsimile: (066) 22 4567

FACSIMILE MESSAGE

DATE: 9th July, 1997
TO: All NOREDO Members and Regional Strategy Consultants
FROM: Leila Turner
SUBJECT: Area Strategy

Number of pages, including this header: 4

Dear Members,

Please find following "A critique of The Northern Rivers Regional Area Strategy" by Bob Brinsmead, for your information.

Regards

Leila

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

FINANCIAL ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 1996

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

Scope

We have audited the attached Accounts of the Association for the year ended 31 December 1996. The Committee is responsible for the preparation and presentation of the Accounts and the information they contain. We have performed an independent audit of these Accounts in order to express an opinion on them to the members.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the Accounts are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the Accounts, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the Accounts are presented fairly in accordance with statutory requirements, Australian accounting standards and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) so as to present a view of the Association which is consistent with our understanding of its financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In our opinion the Accounts present fairly:

- (a) the financial position of the Association as at 31 December 1996; and
- (b) the results of its operations and cash flows for the year then ended, in accordance with applicable Accounting Standards, other mandatory professional reporting requirements and the Associations Incorporation Act (NSW).

RUTHERFORDS

Chartered Accountants



K.N. Rushforth (Partner)
Registered Company Auditor

Dated at Lismore *19* June 1997

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

STATEMENT BY MEMBERS OF COMMITTEE

In the opinion of the committee, the attached Accounts:

1. present fairly the financial position of the Association as at 31 December 1996 and the results and cash flows of the Association for the year ended on that date.
2. have been prepared and presented in accordance with applicable Australian Accounting Standards.

Signed and dated in accordance with a resolution of the committee.

X.....

X.....

Dated June 1997

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

BALANCE SHEET
AS AT 31 DECEMBER 1996

	Note	1996 \$	1995 \$
<u>CURRENT ASSETS</u>			
Cash on Hand		666.73	333.45
Cash at Bank		1,885,664.81	292,611.69
Receivables	1(e)	321,980.00	93,354.41
Other		0.00	591.02
Total Current Assets		2,208,311.54	386,890.57
<u>NON CURRENT ASSETS</u>			
Property, Plant & Equipment			
Plant & Equipment (at cost)	1(b)	12,672.64	16,805.64
Total Non Current Assets		12,672.64	16,805.64
TOTAL ASSETS		2,220,984.18	403,696.21
<u>CURRENT LIABILITIES</u>			
Provision for Holiday Pay	1(d)	5,463.39	3,581.42
Sundry Creditors		8,799.00	126,436.90
Accrued Charges		42,500.00	3,220.81
Unexpended Grant Funds	3	2,151,549.15	253,651.44
Total Current Liabilities		2,208,311.54	386,890.57
TOTAL LIABILITIES		2,208,311.54	386,890.57
NET ASSETS		12,672.64	16,805.64
<u>ACCUMULATED FUNDS</u>			
Balance at Beginning of Year		16,805.64	0.00
(Deficit)/Surplus for Year		(4,133.00)	16,805.64
TOTAL ACCUMULATED FUNDS		12,672.64	16,805.64

The accompanying notes form part of these accounts

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 1996

	Note	1996 \$	1995 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Interest Received		48,799.06	2,274.14
Receipts from Government Grants		3,094,391.83	686,636.00
Other Receipts		20,830.30	0.00
Payments to Suppliers and Employees		(1,570,634.79)	(378,718.36)
		<hr/>	<hr/>
Net Cash Provided by (Used in) Operating Activities		1,593,386.40	310,191.78
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment for Property, Plant & Equipment		0.00	(17,246.64)
		<hr/>	<hr/>
Net Cash Provided by (Used in) Investing Activities		0.00	(17,246.64)
		<hr/>	<hr/>
Net Increase (Decrease) in Cash Held		1,593,386.40	292,945.14
Cash at Beginning of Financial Year		292,945.14	0.00
		<hr/>	<hr/>
CASH AT END OF YEAR		<u>1,886,331.54</u>	<u>292,945.14</u>

The accompanying notes form part of these accounts

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

SUMMARY INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 1996

	1996 \$	1995 \$
<u>CAPITAL COSTS ADJUSTMENT</u>		
Structures Contract - Capital Cost	0.00	2,856.00
OLMA 1750 Program - Capital Costs	0.00	14,390.64
	<hr/> 0.00	<hr/> 17,246.64
Less Expenses:		
Depreciation - Structures Contract	771.00	42.00
Depreciation - OLMA 1750 Program	3,362.00	399.00
	<hr/> 4,133.00	<hr/> 441.00
NET CAPITAL COSTS ADJUSTMENT	<hr/> (4,133.00)	<hr/> 16,805.64
(DEFICIT)/SURPLUS	<hr/> (4,133.00) <hr/>	<hr/> 16,805.64 <hr/>

The accompanying notes form part of these accounts

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 1996

1 STATEMENT OF ACCOUNTING POLICIES

These Accounts have been prepared in accordance with applicable Accounting Standards, other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and the requirements of the Associations Incorporation Act (N.S.W.). The Accounts have been prepared on the basis of historical costs and do not take into account changing money values or, except where specifically stated, current valuations of non current assets.

The following specific policies, which are consistent with prior periods unless stated otherwise, have been applied in the preparation of these Accounts:

(a) Income Tax

The Association adopts the expense method of tax-effect accounting whereby the income tax expense shown on the profit and loss account is based on taxable income.

(b) Property, Plant and Equipment

Fixed assets are included at cost or at valuation as indicated.

All fixed assets, excluding freehold land and buildings, are depreciated over their estimated useful lives.

Plant & Equipment that is acquired under funded projects and became the property of the association under those grant agreements have been brought to account in the books of the Association at cost.

(c) Leases

Lease payments under operating leases are charged as expenses in the periods in which they are incurred.

(d) Employee Benefits

Provision is made for long service leave for all employees whose employment exceeds two years, so as to ensure funds are available when those employees are entitled to be paid such amounts.

Superannuation contributions are made by the Association on behalf of employees and are charged as expenses when incurred.

(e) Receivables

Receivables represent Government Funding due as a result of funding contracts as at 31 December 1996.

(f) Abbreviations of Funding Bodies Names

The following abbreviations have been used for various funding bodies in the preparation of Financial Accounts

OLMA - Office of Labour Market Adjustment

BVET - Board of Vocational Education & Training

(g) Related Parties Transactions

During the year, a Chairmans Stipend of \$40,000, relating to the 1995 and 1996 financial years was accrued.

All other transactions with related parties are under normal commercial terms and conditions

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT
ORGANISATION INCORPORATED

NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 31 DECEMBER 1996

2 CASH FLOW INFORMATION

Reconciliation of Cash

For the purposes of the statement of cash flows, cash includes cash and at call deposits with banks, and investments in money market instruments, net of bank overdrafts. Cash at the end of financial year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

Cash on Hand	666.73	333.45
Cash at Bank	1,885,664.81	292,611.69
	<u>1,886,331.54</u>	<u>292,945.14</u>

Reconciliation of Net Cash provided by Operating Activities to Operating Surplus after Income Tax

Operating Surplus	(4,133.00)	16,805.64
Non Cash Flows in Operating Surplus		
Depreciation	4,133.00	441.00
Changes in Assets & Liabilities		
Decrease (Increase) in Current Receivables	(228,625.59)	(93,354.41)
Decrease (Increase) in Prepayments	591.02	(591.02)
Increase (Decrease) in Sundry Creditors	(117,637.90)	126,436.90
Increase (Decrease) in Current Provisions	1,881.97	3,581.42
Increase (Decrease) in Accrued Charges	39,279.19	3,220.81
Increase (Decrease) in Unexpended Grants	1,897,897.71	253,651.44
Net Cash Provided by (Used in) Operating Activities	<u>1,593,386.40</u>	<u>310,191.78</u>

3 UNEXPENDED GRANT FUNDS

Export Enhancement Project	101,792.42	65,681.67
Administration Grant	275,258.33	4,675.78
Summerland Way Project	0.00	42,484.29
Clarence Valley OLMA Project	3,544.72	6,433.04
Regional Promotion Campaign	1,755,664.26	61,040.56
Area Consultative Committee	15,289.42	771.00
Jobs Drive Project	0.00	13,070.86
OLMA Secretariat	0.00	19,531.89
OLMA 1750 Program	0.00	39,962.35
	<u>2,151,549.15</u>	<u>253,651.44</u>

MINUTES

Executive Meeting 20th December, 1996, 8.00 am
NOREDO Office, Strand Arcade, Lismore

Present Jim Gallagher, Val Johnston, Keith Davidson
Stuart Moon, Colin Tyson.

In Attendance Leila Turner, Bob Mulholland (Part),
Ron Rathborne (Part) Peter McLaughlin (Part)

1 Apologies Harry Hyland, Stewart Hase,

2 Minutes of Meeting Held 13th December, 1996
The minutes of the meeting held on 13th December, 1996 were approved.

3 Finance

3.1 **Cheques for Approval**
Cheques as listed were approved.

3.2 **Budget for December**
Keith Davidson presented the budget for December. Work on strategies for 1998.

4. Matters Arising

4.1 **Research and Development Corporation**
Paul Amar authorised to promote this project.

4.2 **Summerland Way Feasibility Study**
It was decided that Jim Gallagher and Val Johnston meet today to discuss implementing Ken Dobinson's recommendations.

4.3 **Food Processing Business Incubator**
It was decided that Jim Gallagher work on the budget for submission prior to the end of 1996.

5. General Business

5.1 "Becoming Part of the Supermarket to Asia"

Bob Mulholland and Peter McLaughlin presented the proposal for TURSA. It was resolved that the sum of 5% of the total funding be paid to NOREDO with half in advance and the remainder when the contacts have been achieved.

NOREDO's representative on the Board of Management for the project are John Pearson and Jim Gallagher.

5.2 Prosperity through Small Business

If there are any objections to the content of the document please submit them to either Paul Amar or Leila Turner.

5.3 Review of 1750 Project

It was decided to circulate the paper prepared by Bob Mulholland and Sue Ryan to Executive members for comments to Jim Gallagher by the afternoon of 23rd December.

Jim Gallagher to inform David Fox that Jack Hallam and Don King from Rutherfords be invited to submit an expression of interest in undertaking the review. A half page brief be given to each setting out specifically what is required of them.

5.4 Secretary and Vice Chair

Nominations were received for:

Secretary	-	Colin Tyson
	-	Harry Hyland
Vice Chair	-	Stuart Moon
	-	Val Johnston

It was decided that election of the above two positions be held when all executive members are present and to be by secret vote.

The next Executive meeting will be held on 10th January, 1997 at Shelley's on the Beach at 8 am for breakfast.

Confirmed as a true and accurate record

.....
Chairperson

.....
Date

NOREDO

Northern Rivers Regional Economic Development Organisation Inc

Chairperson: Jim Gallagher
Secretary: Harry Hyland
Administrator: Paul Amar
email: noredo@nor.com.au

Secretariat: NOREDO
PO Box 1474
LISMORE NSW 2480

Telephone: (066) 22 4665
Facsimile: (066) 22 4567

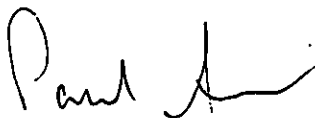
Notice of NOREDO Meeting

The next meeting of the NOREDO membership will be held on Friday 4th April, 1996 at the Kyogle Business Unit, Roxy Theatre, Geneva Street, Kyogle commencing at 10.00 am and will end at 12.30 pm.

The main agenda item will be a presentation of the Draft Regional Strategy. This Strategy has been prepared to manage the region's growth and development in a way that integrates land use and economic development planning and maintains the quality of life and environmental integrity of the Northern Rivers region.

Could you please let Leila Turner know (at the above telephone number) whether you will be attending by Tuesday 1st April.

Thank you



Paul Amar
Administrator

23rd October, 1996

Aboriginal & Torres Strait Islander Commission (North Coast Region) - Department of Employment Education and Training & Youth Affairs - Department of Training and Education Co-ordination - Forest Products Association, Richmond Tweed Clarence Branch - North Coast Australian Business Chamber - North Coast Environmental Council - North Coast Regional Combined Unions Committee - North Coast Institute of TAFE - North Coast Regional Office Greening Australia - North Eastern Employment and Training Limited - Northern Rivers Regional Business Enterprise Centres - Northern Rivers Regional Chambers of Commerce and Industry - Northern Rivers Regional Development Board - Northern Rivers Regional Organisation of Councils - Northern Rivers Social Development Council - NSW Department of Business and Regional Development - NSW Farmers Association - Northern Rivers 2000 Committee - OLMA - Regional Tourism Organisation - Mr Bill Rixon, Member for Lismore - Royal Australian Planning Institute (North Coast Division) - The Hon Ian Causley, Member for Pargo - The Hon Janelle Saffin, MLC - Southern Cross University - Mr Harry Woods MP.
Notice of NOREDO Meeting 12/03/97 4:46 PM

und = key outcomes

NOREDO Regional Employment Strategy Strategy Development Exercise

1. Fostering strong links between the community and the programmes and services of government agencies

ital =
NOREDO contract

Assisting the Department and other business and industry intermediaries in the promotion of employment generation activities (vii)

italics

2. Assisting the effective operation of the new employment placement market and the use of DEETYA resources in regions by

- ⇒ articulating business and community needs for employment services, and
- ⇒ reporting on employer and community satisfaction levels;

3. Identifying regional skill needs and training opportunities to facilitate job placement for local people with particular emphasis on improving the employment status of indigenous Australians

Assist the region to adapt to structural change (including identification of skills needs through conducting skills audits) (i)

Conduct Capability Audit of Region
Develop regional database
Host outlook conferences for key industry sectors

Identifying regional projects that further the aims of the ACC (v)

Use output from capability audit and outlook conferences
Conduct review of OLMA projects
Advertise for non tourism 1750 promotion project proposals for funding
Increase business representation on ACC
Conduct feasibility work on east coast / caldera walkway
Work for the Dole Scheme

4. Encouraging the relationship of schools and training institutions with the business community to help young Australians into real jobs

Encourage and promote employment and training opportunities for youth (iii)

Conduct feasibility work on east coast / caldera walkway
Facilitate schools access to DIST Schools Industry Link program
Increase liaison with Youth Access Officer
Develop schools career opportunity website
Appoint and support youth rep to ACC
Follow up on issues and solutions developed in youth forum
Promote MAATS

Establishing linkages and access networks both within and across regions and within industry groupings for entry level training arrangements, including the promotion and development of Traineeships and Apprenticeships under the Modern Australian Apprenticeship and Traineeship System (MAATS) (vi)

5. Assisting local business communities to establish links and networks that will ensure the economic growth potential of their regions is maximized, thereby securing greater employment opportunities for local people

Assist the region to diversify its industry base and respond to retrenchment activity where necessary (ii)

Host outlook conferences for key industry sectors

Work with surrounding regions on attracting Institution Investors for growth funding

6. Supporting the "whole of government" approach for tackling employment issues and the implementation of the reforming of employment assistance

⇒ assisting the Minister where appropriate in her role as a member of the Cabinet Employment Committee;

7. Supporting the "whole of government " approach for tackling regional issues

- ⇒ assisting the Minister where appropriate in her role as a member of the Ministerial Working Group on Regional Affairs;

8. Supporting the "whole of government" approach for tackling youth issues and meeting the Government's commitment to consult with young people to ensure they are given an effective voice in strategies for regional employment growth;

- (viii) *developing a program of ongoing consultation with young people and employers to identify strategies for increasing opportunities for youth employment and training, with particular reference to Green Corps.*

9. Assisting in identifying and articulating the actual and perceived problems and issues in regional labour markets; and

10. Liaising with relevant state and local government bodies and in particular regional development agencies

linking the activities of the ACC with key business and development organisations in the region (ix)

Northern Rivers Regional Economic Development Organisation Inc.

Chairperson: Jim Gallagher

Administrator: Paul Amar

Secretariat: NOREDO

GPO Box 1474

LISMORE NSW 2480

Telephone: (066) 22 4665

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MINUTES

Area Consultative Committee Meeting 3 February, 1997 Tweed Shire Council Chambers

Present:

Jim Gallagher	ACC, NOREDO
Colin Tyson	Australian Business Chamber
Lois Kelly	Business Enterprise Centres
Mandy Raine	DEETYA Northern Rivers
Craig Swaney	DEETYA Northern Rivers
Lesley Hale	DEETYA Coastal
David Butcher	Dept Training & Education Co-ordination
Larry Anthony	Federal Government MRH Richmond
John McGregor-Skinner	Forest Products Association
Max Boyd	Mayor, Tweed Shire
Badena Sullivan	NEEAT
Carmel Levy	NOROC
Brian Edginton	NOROC
John Sladden	North Coast Institute of TAFE
Chris Lloyd	North Coast Institute of TAFE
Jimmy Budd	North Eastern Indigenous Regional Council
Mark McMurtrie	North Eastern Indigenous Regional Council
Keith Davidson	Northern Rivers Regional Chamber of Commerce
Les Weiley	Northern Rivers Regional Chamber of Commerce
Stuart Moon	Northern Rivers Regional Development Board
Ron Rathborne	Northern Rivers Social Development Council
Sue Davidson	Northern Rivers Social Development Council
Amanda Kenyon	Regional Development Board
Alan Davies	Southern Cross University
Trevor Wilson	State & Regional Development
David Fox	Tweed OLMA

Office of Labor Market Adjustment

1 Apologies

Ian Causley,
Harry Woods

Bill Rixon,
Diana Champion

Janelle Saffin
John Corkhill

X sp.

Jim Gallagher set the background for the workshop session to develop the Regional Employment Strategy. He outlined the process which would include looking at the Strategy, Membership and the ACC boundaries. The steps were:

1. to develop the strategy
2. to consult with businesses through the region
3. to meet again in early March to develop the strategy further.

Larry Anthony MP, then addressed the meeting. He spoke of new initiatives that are currently being developed which included a new apprenticeship scheme and a focus on small business. Mr Anthony stressed the importance of gearing any government programs to regional needs through such bodies as the ACC. He indicated his full support for the work of the ACC and offered his assistance in its endeavours.

2 Business Incubators

Sue Davidson presented an outline of the Tweed Business incubator proposal. DEETYA confirmed that only the Beaudesert Incubator would be funded this year.

The meeting then went into workshop format, see workshop report for details.

The meeting closed at 1.15 pm.

Accepted as a true and accurate record.

Signed _____

Date: _____

Northern Rivers Area Consultative Committee
Meeting held Tweed Council Chambers, Murwillumbah
11am - 1 pm Monday, 3 February 1997
Workshop Report

The meeting went into workshop mode with Alan Davies facilitating the meeting.

The changed environment.

Alan Davies pointed out that there had been changes in the membership and circumstances of many of the organisations represented on the ACC. In particular he referred to the changed membership of the NRRDB, its overlapping membership with Noreda, the closing down of the Federal Regional Development Office and its impact on the role of Noreda, the loss of Chris Claire to the region. There had also been the formation of sub-regional bodies concerned with economic development such as TERB. He also pointed out that there had been changes in State and Federal Governments since the ACC was formed.

Alan then asked each of the members of the Council to outline the changes that had occurred in the circumstances of their organisations.

Fragmentation of effort, increased competition, and a shift in orientation to match the new governments agenda were the common themes. Concerns were expressed that the ACC's membership did not adequately reflect the business interests in the community. Others felt that the membership of the ACC and Noreda should no longer be co-extensive.

Alan then divided the participants into 5 groups to address the following task.

TASK

1. What are your expectations about the role and structure of the ACC over the next 1-2 years?
2. What are the five most important things that ACC should put its energies into over the next 1-2 years?
3. Do you have any outstanding information needs.

The reports of each of the groups are appended.

There was then a discussion of the broader structural issues:

Boundaries of the ACC

- The view that the ACC should include parts of Southern Queensland was unanimous.
- There was little discussion and no agreement about the southern boundary of the ACC. The matter was left over to be dealt with in a formal meeting of the ACC.

Membership of ACC

- There was majority support for the proposition that the business representation on ACC should be increased to at least 50%.
- There was majority support (20 for and 3 against) for the close connection between the ACC and Noreda to continue.
- The point was made that these two propositions were mutually exclusive unless the constitution of Noreda were to change.
- There was a strongly argued point that the ACC should relate equally to the three peak regional bodies, Noroc, NRRDB and Noreda.
- The point was strongly made that Noreda was set up as an organisation of regional organisations.
- It was agreed that there needed to be further discussion of these matters in and between the formal bodies involved. The compact that led to the formation of Noreda needed to be renegotiated.

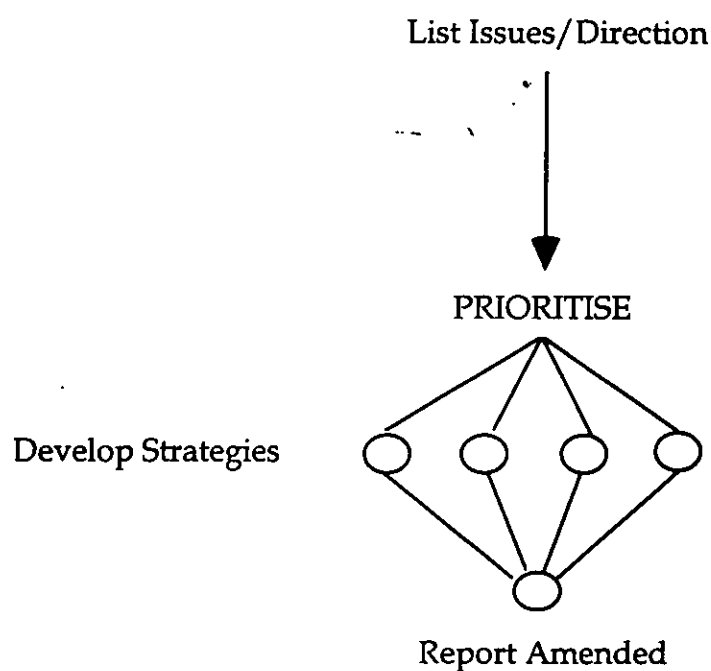
To enable the Council to establish priorities, Alan consolidated the items in 5 reports that addressed the question of "where the ACC should put its energies over the next 1-2 years

Each member was given 10 dots to distribute across the items according to their view of what the Council's priorities should be over the next 1-2 years.

The most important things that the ACC should put its energies into over the next 1-2 years.	Votes
Igniting community support/participation and ownership .	27
Audit of region.	25
Strengthen small business sector.	20
Data base development: Re: population, gender, age, etc.	19
Develop effective marketing assistance.	18
Infrastructure: Public transport - Road links - Learning Facilities - Finance acquisition for infrastructure	16
Push traineeships and apprenticeships. Trainees and apprentices to promote community owned business.	16
Involvement of business in funding regional development / employment generation.	11
Matching program to needs.	11
Quality assurance/bench markable delivery of programs.	10
Attracting/following up business leads & applications.	9
Employer Training.	8
Need to ensure that a system or model of what we have done remains for research/study.	3
Incubators (rent sharing).	3
Youth employment.	2
School level options awareness of business operations and options.	1
Provide a system for quality control of assistance available.	1
Continual follow-up of 1,750 Jobs Program & 2,400.	1
User friendly focused and current data base	
Community volunteer work for income support	
Youth	
Training	
Problem of isolated areas.	
Youth consultation	
Need to ensure employers are informed of assistance available and working together.	
Promote private sector sponsorship for projects that have outcomes and partnership.	
S.B. training - ie TQM	
clustering, networking - Customer service	
Business mentoring	
Streamline operations for programs implementation (integrated industry approach).	
Employment generation	
Business development	
Industry restructure	
Other unemployed	
Enterprise improvement	
regional product promotion	
new technology take-up	
Hoods	
services	
skills	

The original intention was to start the process of developing strategies around the top priority items. Unfortunately by the time the meeting got under way and the formal welcomes, scene setting and business was complete, there was less than an hour and a half to do the job, and it would have taken another hour and a half for groups to develop strategies report back and have the reports discussed and endorsed.

Original logic of the meeting



Group Reports

The words in ordinary type are from the butchers paper. *The words in italics are context dredged from Alan's fading memory and fading memory of the event.*

Report on question 1.

Group ?

Organisational Structure

The group felt that the structure of ACC needed to be rethought. They felt that a Board based on industry sectors should be considered, or at least one that included industry sectors.

- Board of Regional Sector
- Selection of people critical

Industry:

1. Agri business
2. Tourism
3. Retain/Service?
4. Manufacture
5. Local Government
6. Financial
7. Public Sector - State & Federal
8. Union

Geographic:

- If not covered in Industry there should be some representative for all sub-regions.

Other points

- Structure - get it right.
- Area - ensure coverage
- Boundaries - most effective
- for us - Task Force to consider.

Group 5 Report on question 1

Membership:

More industry. *at least 50%* needs clarity re conflict of interest.

Representative of industry - Industry Associations.

Other Points

- Information Role - to members networks - need protocols
- from members networks
- Constitution for all
- Clarify role:
- Broader
- DEETYA
- Coordination of stakeholder programs
- Matching program to needs
- Separate ACC and NOREDO

Report on question 2.

Group A

1. Need to ensure that a system or model of what we have done remains for research/study. - 3
2. User friendly focused and current data base
3. Quality assurance/bench markable delivery of programs - 10
3. Community volunteer work for income support

Group B

1. Attracting/following up business leads & applications - 9
2. Data base development: Re: population, gender, age, etc. - 19 red 1 green
3. Develop effective marketing assistance. - 18
4. Incubators (rent sharing) - 3
5. School level options awareness of business operations and options - 1

Group C

1. Youth
2. Training
3. Infrastructure - 16
 - Public transport
 - Road links
 - Learning Facilities
 - Finance acquisition for infrastructure
4. Problem of isolated areas.
5. Involvement of business in funding regional development / employment generation - 11

Group D

1. Youth consultation
Push trainees and apprentices. Trainees and apprentices to promote community owned business - 16
2. Need to ensure employers are informed of assistance available and working together.
3. Igniting community support/participation and ownership - 27
4. Provide a system for quality control of assistance available - 1
5. Promote private sector sponsorship for projects that have outcomes and partnership.

TELL DEETYA TO LEAVE OUR BOUNDARIES ALONE - Agreed.

6. Strengthen small business sector - 20
S.B. training - ie TQM
clustering, networking - Customer service
Business mentoring
7. Continual follow-up of 1,750 Jobs Program & 2,400 - 1

Group E

ACC Director

Matching program to needs - 11

Streamline operations for programs implementation (integrated industry approach).

Employment generation

Business development

Youth employment: 2
Industry restructure
- Other unemployed

Employer Training; - 8
Enterprise improvement
regional product promotion
new technology take-up

Audit of region; - 25
Hoods
services
skills

NOREDO

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Area Consultative Meeting
7 March 1997
Ballina Beach Resort 10.00 am

2

1. Apologies
2. Minutes of last meeting
3. 1750 Evaluation Progress Report
4. Work for the Dole
5. Youth Liaison Officer
6. Briefing on ACC Charter
7. Regional Employment Strategy Process
8. Discussion on ACC Membership and Structure
9. Discussion on Strategy Development
10. Correspondence
11. Other Business
12. Next Meeting Date

carried over

Inc.

Aboriginal & Torres Strait Islander Commission (North Coast Region) - Department of Employment Education and Training & Youth Affairs - Department of Training and Education Co-ordination - Forest Products Association, Richmond Tweed Clarence Branch - North Coast Australian Business Chamber - North Coast Environmental Council - North Coast Regional Combined Unions Committee - North Coast Institute of TAFE - North Coast Regional Office Greening Australia - North Eastern Employment and Training Limited - Northern Rivers Regional Business Enterprise Centres - Northern Rivers Regional Chambers of Commerce and Industry - Northern Rivers Regional Development Board - Northern Rivers Regional Organisation of Councils - Northern Rivers Social Development Council - NSW Department of Business and Regional Development - NSW Farmers Association - Northern Rivers 2000 Committee - OLMA - Regional Tourism Organisation - Mr Bill Rixon, Member for Lismore - Royal Australian Planning Institute (North Coast Division) - The Hon Ian Causley, Member for Pigeon - The Hon Janelle Saffin, MLC - Southern Cross University - Mr Harry Woods MP.

AJmas 06/03/97 15:47

A CHARTER FOR AREA CONSULTATIVE COMMITTEES

The Government is committed to the delivery of quality services to the Australian people which are responsive to local and regional needs and which recognise regional diversity. Senator the Hon Amanda Vanstone, Minister for Employment, Education, Training and Youth Affairs, has announced fundamental reforms to the delivery of labour market assistance which focus on achieving real job outcomes to begin on 1 December 1997. The Minister also recognises the need to have a capacity for dialogue with regional employer and community interests regarding these employment and training reforms both during the transition period and after 1-December 1997. An appropriate vehicle for this dialogue to occur in a structured and comprehensive way is the existing network of Area Consultative Committees (ACCs).

A CHARTER for ACCs

Primary Role

Area Consultative Committees are established to advise the Minister for Employment, Education, Training and Youth Affairs on employment issues and on ways to improve job and training opportunities in their regions. ACCs will have the opportunity to have greater input to the Minister and DEETYA on national policy issues. ACCs will be complementing other organisations, eg national associations and industry bodies, in offering advice to the Minister, DEETYA and government committees where appropriate.

Key Outcomes

ACCs are expected to achieve the following key outcomes in furthering the Government's policies:-

- fostering strong links between the community and the programmes and services of government agencies;
- assisting the effective operation of the new employment placement market and the use of DEETYA resources in regions by
 - ⇒ articulating business and community needs for employment services, and
 - ⇒ reporting on employer and community satisfaction levels;

- identifying regional skill needs and training opportunities to facilitate job placement for local people with particular emphasis on improving the employment status of indigenous Australians;
- encouraging the relationship of schools and training institutions with the business community to help young Australians into real jobs;
- assisting local business communities to establish links and networks that will ensure the economic growth potential of their regions is maximized, thereby securing greater employment opportunities for local people;
- supporting the "whole of government" approach for tackling employment issues and the implementation of the reforming of employment assistance
 - ⇒ assisting the Minister where appropriate in her role as a member of the Cabinet Employment Committee;
- supporting the "whole of government" approach for tackling regional issues
 - ⇒ assisting the Minister where appropriate in her role as a member of the Ministerial Working Group on Regional Affairs;
- supporting the "whole of government" approach for tackling youth issues and meeting the Government's commitment to consult with young people to ensure they are given an effective voice in strategies for regional employment growth;
- assisting in identifying and articulating the actual and perceived problems and issues in regional labour markets; and
- liaising with relevant state and local government bodies and in particular regional development agencies.

Operating Parameters

The Minister recognises the independence of ACCs and their need to determine their own mission statements within the framework of key national outcomes stated above. They will be encouraged to take a broader, long term view of employment prospects in their regions and to develop strategies for the period up to 30 June 1998. Their period of operation will be extended accordingly with a review before the implementation date of 1 December 1997 to make any adjustments prompted by experience.

There is now an opportunity for ACCs to review their catchment areas, their relationships with other organisations, and their membership to equip themselves for their broader roles in the reformed employment market and to ensure their effectiveness and capacity to provide quality advice over the transition period and the first six months of new employment placement market.

Communication Links

ACCs will be expected to provide regular advice in the form of the following documents:

- annual regional employment strategies
 - ⇒ describing the employment and skills formation goals set by ACCs and the ways of achieving them
 - ⇒ these would be collated for consideration by CESAC or its successor, presentation to the Minister and general dissemination throughout Commonwealth, State and local government agencies;
- annual and quarterly reports
 - ⇒ made to the DEETYA Secretary and CESAC.

ACCs will also have the opportunity for input to Ministers at the annual Chairs Meetings and through submissions addressing employment issues prepared in response to a Ministerial reference or emerging regional priorities. Where ACCs wish to address issues relating to employment matters or regional development, they should approach the Minister for Employment, Education, Training and Youth Affairs. Where the issues relate to apprenticeships, traineeships and entry level training (including the New Apprenticeship System or Vocational Education and Training in Schools), ACCs should direct their advice or concerns to the Minister for Schools, Vocational Education and Training who has portfolio responsibility for these initiatives. ACCs should as a matter of course provide a copy of any such submissions to the Minister for Employment, Education, Training and Youth Affairs.

Resources

There will be a continuation of executive and administrative support both financially and through the DEETYA regional presence which will be established and ACCs will have access to the regional assistance programme announced by the Minister in her Budget Statement, *Reforming Employment Assistance*.

The Government will provide an additional \$3 million in operational funding for ACCs in 1996-7, bringing total funding to around \$9 million. These funds will assist ACCs to mobilise community resources for initiatives to support regional employment growth. Regions will also have access to labour market programme funding for such projects.



**NATIONAL MEETING OF AREA CONSULTATIVE COMMITTEE CHAIRS
AND MINISTER FOR EMPLOYMENT, EDUCATION, TRAINING AND YOUTH
AFFAIRS SENATOR AMANDA VANSTONE**

Agreed Statement of Principles

- The Government recognises the formal role of the ACCs as a link between Government employment policy and local communities. ACCs acknowledge and accept their formal role.
 - The Minister and ACC Chairs share a joint commitment to building the capacity of ACCs and developing an active partnership to implement the Government's employment and regional growth policies. There is a commitment by the Government to consider issues raised by the community through ACCs.
 - The Government recognises the previous work of ACCs and the commitment of individual members to the development and betterment of their communities.
 - The ACCs and the Government acknowledge the importance of a positive commitment to all regions and recognise the need to work actively with local communities to reduce unemployment.
 - Both parties will foster the free flow of regional advice and information to assist the Government in formulating employment and development policies to support individual regional growth.
 - ACC Chairs will work with Senator Vanstone to assist in the implementation of employment policies and programmes in all regions of Australia.
 - The Government and ACCs recognise the essential role industry and business will play in generating economic and social wellbeing for Australia.
 - ACCs should link their efforts to promote employment with wider regional development strategies.
 - The Government and ACCs will support indigenous representation to enable ACCs make a worthwhile contribution to improving the employment status and prospects of indigenous Australians.
- The Government and the ACCs will consult with young people to give them an effective voice in developing strategies for regional employment growth and contribute to their own employment solutions.
- The Government will provide an additional \$3 million in operational funding for ACCs in 1996-97, bringing total funding to around \$9 million. These funds will assist ACCs to mobilise community resources for initiatives to support regional employment growth. Regions will also have access to labour market programme funding for such projects.
 - ACCs will play an important role in advising Government on the implementation and operation of the new employment placement market.
 - The Government will establish an Internet site for direct communication with and between ACCs.

AREA CONSULTATIVE COMMITTEES: CONTRASTED OPERATIONAL ENVIRONMENTS

Working Nation

CHARTER

- quite specific as directed by the Minister & limited to 12 months
- focussed on LMPs especially NWO project development
- tied to CES targets and the promotion of WN
- some strategic planning but crowded out by other activities

ROLE

- advisory role principally to Area and Regional managers

REFORMED LABOUR MARKET ASSISTANCE

CHARTER

- open and self-directed to meet regional needs as determined by the ACC
- longer tenure and so more strategic and reflective of regional economies
- focussed on the Government's employment priorities and DEETYA corporate goals eg the employment placement market, MAATS
- key task is to formulate long term and comprehensive strategies for regional and youth employment

ROLES

- to influence the operation of the market and the DEETYA spend in regions by articulating business needs and reporting on employer satisfaction levels
- to link regional skills building plans to MAATS and ANTA initiatives and providers
- to support the "whole of government" approach for tackling youth issues and the implementation of the national youth servicing strategy

ACCs have the opportunity to have greater input to the Minister and DEETYA on national policy issues
they must be aware that will be competing for attention with other organisations eg national associations and industry bodies

Need Heads.
Mumukshu

Mullen / Ryan
Ballina

Lismore
Casino

Madison

Kyogle

Grotta

In revising its ACE
structure, it's agreed

- increased regional
repⁿ

- form a central
decision making
management
group

10 - business
1 - IGA
3 - com. sector

14

Steering Group.

ensure

- 70% busn

- achieve
38% ♀

RESOURCES

- annual allocation support for Employment Development Officers, meeting costs, local marketing, youth jobs forums and limited access to OLMA funds at the discretion of Area Managers

MEMBERSHIP & LINKAGES

- there was some overlap with RDOs, state and local government agencies and OLMA committees
- membership was balanced between business interests, governments, providers and community groups
 - there are too many ex officio members
- 62 committees meant too local a focus with some parochialism
 - employers have tended to lose interest
- a majority of ACCs have chairs of significant influence whose commitment has engendered high levels of activity
 - they took up the challenge of youth employment through Jobs Forums and some sponsored successful school/TAFE/work experience pathway projects

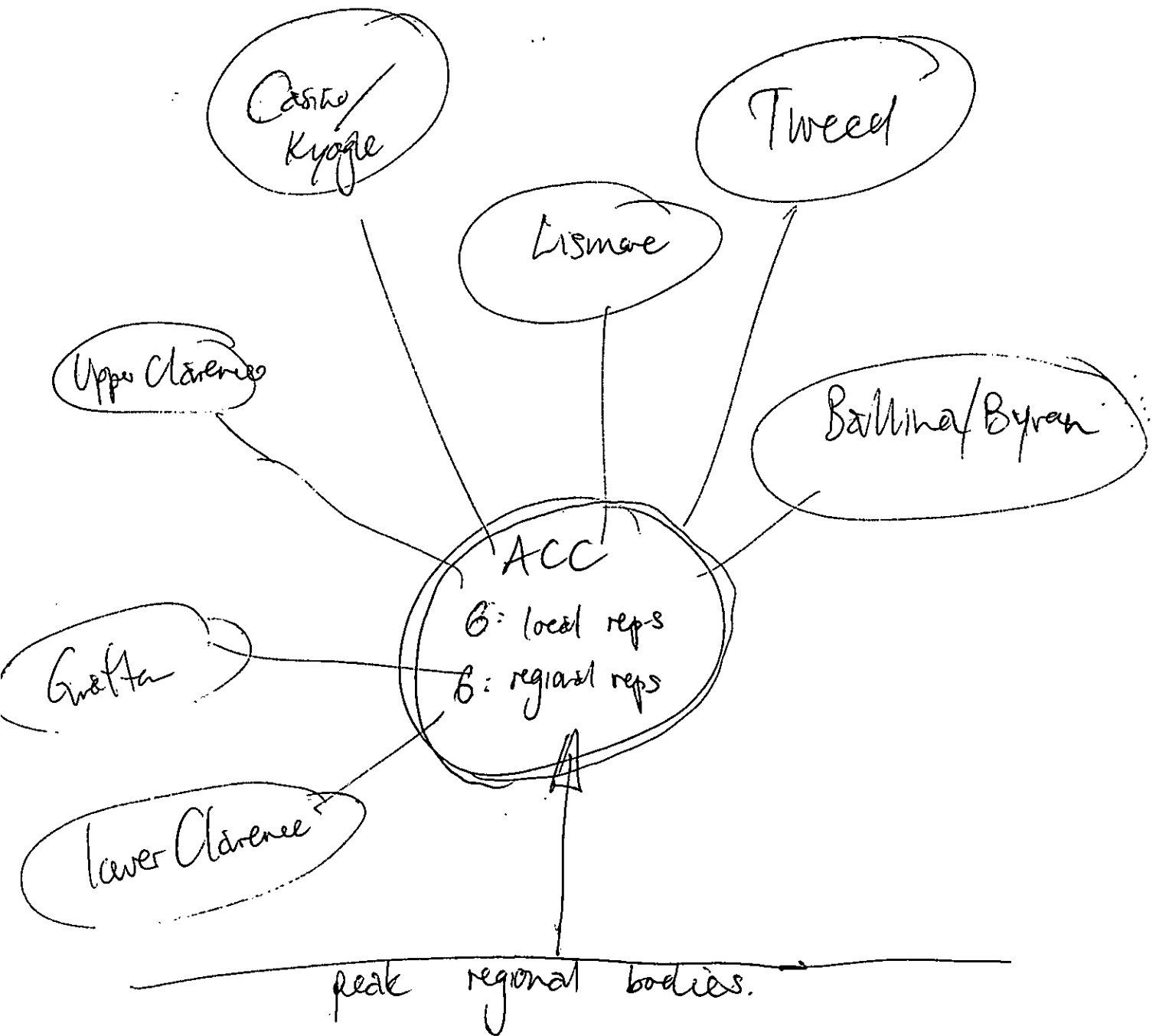
RESOURCES

- continuation of executive and administrative support both financially and through the State Purchasing Units with some marginal increase possible in 1997
- direct access to guaranteed share of Assistance to Depressed Regions programme funds
 - ACCs will need to be aware of public accountability requirements
- Significant new resources are not available but ACCs can and should pursue the drawing together of resources DEETYA and community resources already in regions eg Youth Liaison Officers

MEMBERSHIP & LINKAGES

- there is now an opportunity for ACCs to review their catchment areas, their relationships with other organisations, and their membership to equip themselves for broader roles in the reformed employment market and to ensure their viability over the transition period and the first six months of EPM
- ACCs should build on their strengths and their experience to provide leadership to their regions

local consultative bodies



**QUEENSLAND AREA CONSULTATIVE COMMITTEES
CHAIRS' MEETING**

*objectives
2. areas*

BUNDABERG, 16 FEBRUARY 1997

Work for the Community '?

"WORK FOR THE DOLE" SCHEME:

*≠ 'sustainable
employment'?*

PRELIMINARY STATEMENT OF PRINCIPLES.

The Chairs of Queensland and Northern Rivers NSW Area Consultative Committees, wish to advise Senator the Honourable Amanda Vanstone, Minister for Employment, Education, Training and Youth Affairs, and the Honourable Dr David Kemp, Minister for Schools, Vocational Education and Training, that they agreed on the following Statement of Principles regarding the proposed "Work for the Dole" scheme at the Chairs' meeting in Bundaberg on 16 February 1997, hosted by the Wide Bay Burnett ACC:

That the Commonwealth Taskforce on the scheme examine the following issues during their deliberations on ways to implement the scheme:

PRIMARY PRINCIPLES

1. The proposed scheme should incorporate an education and training component, or a system that leads to recognition of competencies achieved by participants in the scheme.
2. Participants in the scheme should be paid at award rates, on a pro-rata basis.
3. The preferred method for recruitment of participants in the scheme should be on a voluntary basis, but the need for compulsory recruitment in some areas is recognised.
4. That the scheme be structured in such a way as to highlight the importance of teaching long-term unemployed participants the personal and social benefits of developing a work ethic and life skills.
5. Projects under the scheme should be of benefit to the community in which they are undertaken, and that in determining this DEET YA call for community submissions for projects.
6. *public + private*
The scheme should not displace current workers, *f/t, p/t, or*
volunteer.

7. The scheme should not solely focus on young unemployed, but incorporate a method to include other unemployed sectors, such as older unemployed with skills.
8. That the related industrial issues of workers' compensation, industrial agreements, etc be clearly spelled out before the scheme is implemented in communities, and that agencies undertaking projects be made aware of these arrangements.
9. The scheme should be designed with some element of additional or complementary funding for project materials costs, and that a method of coordinating this with prospective "brokers" be devised before the scheme's implementation.
10. If the scheme is to focus on rural and remote areas, the membership of the Commonwealth Taskforce examining the scheme include representatives from rural and remote communities (to ensure issues such as transport, accommodation, etc are addressed.)
11. ACCs be given a role in reporting to the Minister on community perceptions of the effectiveness of the scheme.

.....
Mr Bill Trevor
Chair - Wide Bay Burnett ACC
16/2/1997

(Signed for, and on behalf of :)

ACC CHAIRS:

Dr Peter Isdale - North Qld ACC	Dick McNevin - Central Qld ACC
Earl Covington - Sunshine Coast ACC	Pat Nunan - Southern Inland Qld
Reg Bond - Ipswich ACC	George Keryk - Brisbane Sth ACC
Phil Gray - Gold Coast ACC	Dr Jim Gallagher - NOREDO

NOREDO Regional Promotion Campaign - Review Panel First Report to the Northern Rivers ACC Meeting of 7 March 1997

Background

The NOREDO, and through it the Area Consultative Committee (ACC) for the region, have asked that a review be undertaken during 1997 of the 1750 Jobs Programs and the associated Tourism Consumer Advertising Campaign (including the 'Working Together' campaign), with a view to establishing the efficiency and the effectiveness of the initiatives in generating employment growth outcomes. It is hoped by the NOREDO that the review outcomes will be used to identify which initiatives are low cost and high impact so as to better target remaining funding allocations for job generation in the region and to provide information to DEETYA to help them with future funding decisions concerning job generation methodologies in the Northern Rivers Region and for other regions with large and persistent long term unemployment.

A team comprising Mr Don King, Mr John Geddes, Professor Steve Garlick and Mr Peter Valerio were invited by the NOREDO to form a panel to formally review the programs. Their first meeting and briefing was held on 7 February 1997 with Dr Jim Gallagher, Chairman of the NOREDO, Mr Stephen Nelson, Project Manager of the Tourism Promotion Campaign and Mr David Fox, consultant to the Marketing Committee Working Group (MCWG), a sub committee of the ACC. It is expected the Review Panel will meet approximately six times throughout the year on an as needs basis and correspond electronically on a regular basis. The Committee will have assistance provided by Mr Nelson and by Mr Amar of the NOREDO.

Review Objectives

1. evaluate the outcomes of the 1750 jobs consumer program;
2. oversee the content and progress of the 1977 tourism advertising campaign and undertake an evaluation at its completion; and
3. provide advice to the ACC and NOREDO on the selection and coverage of non-tourism sector projects in the jobs promotion program.

Overview Summary of the Northern Rivers Labour Market

Before beginning its work in detail the Committee were keen to emphasis the differences in the labour market dynamic of regions across Australia, and in particular the specific circumstances of the Northern Rivers Region. The design and delivery of labour market programs needs to be tailored and targeted to the specific needs and circumstances of each region. Indeed, the better matching of regional differences in labour market supply and demand dynamics is the basis for the establishment of the ACC agenda and for initiatives such as the 1750 Jobs Program.

Table 1**Relative Economic Performance in Selected High Population Regions**

1	2	3	4	5
Region	Pop gr'th 1986-95	High gr'th ind'ry bus estab's %	non- dwell'g const'n 1987-96 per 1995 pop \$	Unempl Rate 1996 %
	%			
SEQ north	.1	22.1	310	11.7
SEQ south	4.7	27.4	500	9.7
Cent'l Coast NSW	3.2	25.9	278	9.6
Wide Bay Qld	3	13	251	18.5
North'n Rivers NSW	2.9	12.7	253	10
Mid N'th Coast NSW	2.9	20.2	291	11.3
South'n Metro WA	2.4	26.5	282	9
Far North Qld	2.5	20	722	8.1

Column 2 is the average annual rate of population growth 1986 to 1995

Column 3 is the percentage of businesses in high national growth industries of accommodation, communication, finance, property and business services and recreation and cultural services

Column 4 is the total dollar value of non-dwelling construction per person between 1987 and 1996 using 1995 population levels

Column 5 is the unemployment rate as at March 1996. It should be noted that these figures are sensitive to change from period to period because of the method of their calculation. More recent ABS Labour Force Survey (unpublished) data for the Richmond-Tweed and Mid North Coast region puts the unemployment rate for the January 1997 quarter at 14.8% compared with 12.0% for the corresponding quarter last year.

Sources:

ABS Estimated Residential Population by Statistical Local Areas

ABS Building Approvals

ABS Integrated Regional Data Base 1996

ABS Labour Force Survey (unpublished data 1997)

DEETYA Small Area Labour Markets, March 1996

The Northern Rivers Region labour market is faced with some particular entrenched difficulties that are different to most other regional economies. As Table 1. shows, outside of the metropolitan regions the Northern Rivers Region had the second fastest annual rate of population growth across the nation at 2.9% between 1986 and 1995 (behind Wide Bay Burnett in Qld) and the fifth fastest out of all regions nation wide (behind South East Qld, Central NSW Coast and the Wide Bay area of Qld).

However compared with most of the other fast growth regions, the Northern Rivers has a low proportion of business establishments in national high growth industries (finance and insurance; property and business services; accommodation; communications; health and community services, and cultural and recreation services) and a high proportion of business establishments in low growth traditional industries.

The region's investment is predominantly in the housing sector as opposed to non dwelling construction. Amongst high population growth regions, investment in non dwelling investment was one of the lowest indicating a fragile economy whose investment is heavily based on housing.

The unemployment rate for the region has not moved below 10% during the past seven years and most recent estimates show it as increasing to levels higher than one year ago.

Progress By the Committee To Date

The Committee will initially focus on the efficiency and effectiveness of the 1750 jobs Program. Its first task, in the absence of any hard facts on these two measures in the region will be to construct a review framework that will bring together available regional information about the Program's implementation in the region from an efficiency and effectiveness perspective and how these indicators compare in a benchmarking sense with those on a national basis for similar initiatives and with other job generation program measures. DEETYA's assistance with this data at a national basis will be needed.

The project manager for the 1750 Jobs Program, Bob Mulholland, has indicated there is some information on placement commencements as well as useful anecdotal information about the relative success of some of the long term unemployed obtaining worthwhile outcomes from the Program. What is lacking is good information about the outcomes of the placement period in terms of the numbers of placements going on to training, other work (full and part time) and education streams and the extent to which it had an impact on the region's unemployment. The Committee understands that sponsoring agencies were reluctant to provide information on these outcomes to other than DEETYA.

The Committee has already identified there are data acquisition difficulties. It will be necessary for the ACC and DEETYA to lend its weight to the acquisition of information from job placement sponsors, case managers and from DEETYA regional, area and central offices to enable the Committee to successfully carry out its work. The Committee will also draw on the files and reports of the former project manager for the Program.

Benchmarking and Evaluation Framework

This will determine the degree to which the program was efficiently targeted and delivered as well as the effectiveness of the program in meeting its intended objectives. To a large extent the indicators to be used will depend on available data and the support provided by sponsoring agencies, case managers, DEETYA and individual business enterprises, however at this early stage the Review Panel's thinking is that indicators of the following kind are needed:

- **Efficiency Indicators**
 - ◆ numbers of placement commencements made (gender/age/education qual/business type/ unemployment status) vis-a-vis unemployment profiles for the region as a whole
 - ◆ average cost of placements
 - ◆ length of placements
 - ◆ cost of administration of program per placement
 - ◆ sector targeting of placements
- **Effectiveness Measures**
 - ◆ commencements remaining in an employment or education and training stream after placement period ends
 - ◆ satisfaction/dissatisfaction rating by sponsors and case managers of the Program
 - ◆ satisfaction/dissatisfaction by those being placed (job ready and other relevant skills gained)

Recommendations

That the ACC:

1. Note the formation of the Review Panel and its early considerations in relation to the evaluation of the Program.
2. Agree to support the Committee in obtaining the relevant data from the appropriate agencies and establishments where it is available at the regional and national level, to formulate its conclusions in relation to reviewing the efficiency and effectiveness of the Program.
3. Note the approach the Committee intends to adopt in carrying out its responsibilities.
4. Note that the Review Panel will detail a work plan for its activities.

NORTHERN RIVERS YOUTH EMPLOYMENT PROGRAM

Tim Farren A.I.M.M.

Ph: (07) 5599 5370

Fax: (07) 5576 5236

Mobile: 019 620 262

P O Box 85,

Coolangatta, 4225

26.2.97

Dr Jim Gallagher
Chairman
Area Consultative Committee
NORTHERN RIVERS

Dear Dr Gallagher,

During the past four months I have been researching the employment opportunities for our young people, Year 11 - 12 students in particular, and in doing so have had discussions with David Fox, Ron Rathborne and Debbie Fry of TURSA Inc. and Peter Skaines, District Vocational Education Consultant with the Department of Education.

The VET-IN-SCHOOLS Committee for the Richmond/Tweed region has been formed, however an industry representative has yet to be appointed. The committee is made up of representatives from schools, TAFE, ACE, Southern Cross University, ATSIC, Special Disabilities, Careers Advisers and VET teachers.

Co-ordination of schools to industry work placement is funded and co-ordinated by the Australian Student Traineeship Foundation (ASTF) based in Lismore.

There is now much greater emphasis being placed on vocational education, flexible training and workplace teaching under nationally accredited modules leading to apprenticeships and traineeships starting at schools. Support from industry itself, both independently and through organizations such as NOREDO, ACC and combined Chambers of Commerce, is pivotal to the success of these efforts in our region.

The skills necessary to fulfil employers' needs must be identified and our young people need to have the opportunity to experience working within those industries as a prelude to future employment.

Vocational education and training must be relevant to local industry requirements and respond to immediate and long term skill needs. How will these skills be identified when we consider the range of industries and territory to be covered? Industries such as:

- Tourism and Hospitality
- Construction
- Manufacturing, Engineering and related services
- Information technology
- Telecommunications
- Rural
- Retail
- Local Governments
- Office, clerical, administration
- Small business

A regional Vocational Education and Training Roundtable with industry and government representation should be established to contribute regional-based advice. This will also provide a forum where representatives of industry can directly internet with training providers and present the opportunity to encourage development of investment partnerships between government and industry and support new and emerging technology.

From my experience in speaking to over two hundred employers in the past seven months, there is a real desire to assist the 'skilling' of our young people and they are only too pleased to support a well structured program of workplace learning, however the efforts of the VET-IN-SCHOOLS Committee, TURSA, ASTF Co-ordinator and others need to be linked by regional leaders and fed to industry at the grass roots level.

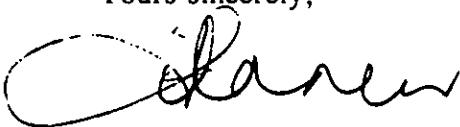
I therefore recommend that the following steps be taken to maximise the success of these initiatives in our region:

- * Identify regional leaders in industry through Chambers of Commerce, industry organizations, NOREDO, ACC.
- * Canvass industry for comments and recommendations. Future prospects, skills required.
- * Identify specific industry training needs, training modules and Industry Training Advisory Boards.
- * Support the existing Schools - Industry Link Programs and Apprenticeships/Traineeships system.
- * Develop the Group Training proposal - with explanation to employers.
- * Work with VET-IN-SCHOOLS and future M.A.A.T.S. initiatives.
- * Complement current NOREDO initiatives in fostering regional economic development.

May I emphasize the need to have an effective conduit between your committee and the key organizations and industry at grass roots level, and I take the opportunity to offer my services to maximise the initiative in our region, the costings of which I have estimated to be \$10,000.

A more detailed action plan can be provided on request and I look forward to your further advices.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Tim Farren', with a large, stylized initial 'T'.

Tim Farren, A.I.M.M.



Tursa Employment & Training Inc.

Sponsor/Manager of Labour Market Programs and Provider of Labour Services

1st Floor,
114 Keen Street,
LISMORE NSW 2480

P.O. Box 70
LISMORE NSW 2480

Ph. (066) 219 666

Fax (066) 215 666

The Secretary
NOREDO
P.O. Box 1474
LISMORE NSW 2480

Dear Sir:

RE: Funding for Special Employer Support (SES) Projects

TURSA has been contracted by the Commonwealth Government through DEETYA as broker for the Special Employer Support (SES) Programme. Pertinent features of the programme are as follows:

- SES programme is the labour market programme replacement for NWO, LEAP, and JOBSKILLS programmes
- participants will be long-term unemployed persons
- they will be placed with employers for **20 weeks** to gain work experience without any wage costs to the employers
- they are **not** deemed employees and will thus not be entitled to superannuation contributions
- **77 placements** must be made by 28 March (not May, 1997 as sought by *TURSA*) in Kyogle/Lismore/Casino/Richmond River/Ballina/Byron Local Government Area's
- *TURSA* has been given the exclusive contract for SES in the above LGA areas
- only those employers who commit to offering employment will be allocated placements
- employers will be entitled to be part of the selection process for participants
- employers will have rights of "dismissal"
- *TURSA* is required to achieve **80%** outcomes of at least **one month's unsubsidised employment**
- on-the-job training and supervision must be supplied by employers
- employers are expected to provide workers' compensation or insurance cover, but *TURSA* will provide such coverage under its policies.

Overlaying that programme is what we have termed *Growing Regional Employment, Business, and Infrastructure* (GREBI) and some of its features are that it:

- will call for expressions of interests by newspaper advertising, direct approach to local Chambers of Commerce, referrals from *TURSA* staff
- micro-projects will be approved by a panel of NRRCCI and *TURSA* representatives
- will allocate up to 12 unemployed persons to each accepted tender
- may contain a specific *Youth* micro-project (e.g. Lismore Showground)
- will include, as determined, commercial propositions from non-mainstream areas (e.g. organic produce growing and marketing).
- will require employers, participants, and *TURSA* to enter into individual contracts obliging:
 - employers to offer a minimum of one month's paid work at the end of the 20 week placement, or
 - a traineeship or apprenticeship, or
 - ongoing employment of at least 20 hours per week
 - participants to accept any one or more of the preceding offers

- *TURSA* to pay participants' allowances and PAYE tax, provide mentor support to the participants, assist employers to maintain an efficient, stable work-environment, provide prescribed and oversee training etc. as per contract with DEETYA.

TURSA has adopted a business-oriented approach to the programme through its partnership with the Northern Rivers Regional Chambers of Commerce, and has expressed that approach in its advertising (see attached). There has been a very interesting response level and type to that advertisement.

Part of the approach has been to offer to source funding for appropriate micro-projects. An example of what would in all probability be an appropriate (infrastructure) micro-project is that of the Lismore Showground wherein there is a proposal to continue on from the NWO project we did there in 1996. We can provide the labour (hopefully youth-based) and probably some supervision assistance, and the Lismore Showground Trust can also provide some funding, but there would be a shortfall of \$10,000-\$15,000. (I have advised you previously that there are some funds available from that project to be put to NOREDO for use other than Stage 1 of the Regional Promotion Plan.) This project is an important one in terms of providing income-generating infrastructure for the region, and it ought to be noted that the Northern Rivers Regional Chambers of Commerce & Industry has discussed some economic development usage of the site.

What I would put to NOREDO is that it give consideration to investing funds (perhaps available from Regional Promotion Plan funds) into selected micro-projects - concomitant with the investment of human resource under the SES/GREBI programme - to stimulate economic activity and development in the region. That investment could be by way of simple grants, or tied grants, or soft interest loans, or even part ownership. Such an act would be a manifest expression of support for and commitment to regional economic development.

What should be stressed in this programme is that it is not simply one of "picking winners": it is one of creating opportunities for both business and unemployed workers.

Thank you for your consideration.

Yours faithfully,



R. E. RATHBORNE

Secretary/Manager

Wednesday, 26 February 1997



Opportunities *for* **Business Development!**

Are you:

- a business wanting to expand?
- someone with a good idea for a new business?
- an organisation - community, private, or municipal - with an idea or a plan to add to or enhance regional infrastructure or services?

If you are we may be able to help.

We can supply to approved applicants **significant** assistance in the form of labour at **no monetary cost** to the employer.

Other assistance may also be available including advice on accessing support funding.

For further information please contact Ron Rathborne, Manager, *Tursa Employment & Training Inc* on:

PH. 219 666

Growing Regional Employment, Business, and Infrastructure:

a Joint Venture of the Northern Rivers Regional
Chambers of Commerce and *TURSA*

Supported by the Northern Rivers Economic
Development Organisation (NORED O)

Secretary: Merv Richens
Administrator: Paul Amar

Chairperson: Jim Gallagher

GPO Box 1474
LISMORE NSW 2480

Telephone: (066) 22 4665
Facsimile: (066) 22 4567

MINUTES

Executive Meeting 25th October, 1996, 8.00 am,
NOREDO Office, Strand Arcade, Lismore

Present: Jim Gallagher, Keith Davidson, Harry Hyland,
Val Johnston,

In Attendance: Paul Amar

2 Minutes of Meeting Held 17th October, 1996

The minutes of the meeting held 17th October, 1996 were approved.

3 Finance

3.1 Cheques for Approval

The cheques as listed were approved.

4 Matters Arising

4.1 Backfill

It was resolved that only executive members that are not employed by Government or Government Agencies are eligible for backfill payment.

Payment be made quarterly in arrears with a maximum of \$5000 per quarter available to be claimed (subject to provision in the annual budget).

Eligible members be paid at a rate of \$25 per hour. If the total claims in any quarter are greater than \$5000 then the claims only be paid pro rata for the quarter.

These arrangements not apply to the chairperson who has a separate budget allocation.

4.2 Budget Approval

The 1997 budget for the secretariat was approved. It was resolved to have a budget for 1998 in place by the end of January, 1997.

4.3 Auditor

It was resolved to seek expressions of interest in undertaking NOREDO's auditing and accounting advice.

4.4 Nymboida White Water Canoe Course

It was resolved to talk to Nymboida Council to find out how they wished to proceed with their application concerning white water canoeing.

4.5 Business Plan

The direction of the business plan was discussed. It was resolved that Colin Tyson would prepare a discussion paper for the next meeting.

5. Correspondence

5.1 Australian Business Chamber Membership on NOREDO

It was resolved to write to the Australian Business Council to thank them for their vote of confidence in NOREDO and to also write to Merv Richens to thank him for his contribution. It was further resolved to write to Kevin Collison to congratulate him on his new appointment.

Colin Tyson was welcomed as the Australian Business Council's new representative.

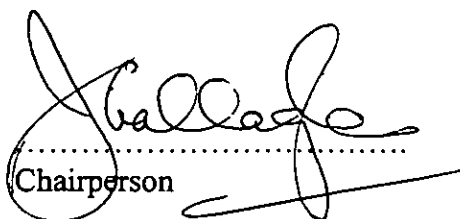
5.2 DEETYA - Employment Development Officer


A decision will be made once the contract has been received back from DEETYA. It was resolved to endorse the signing of the contract by Merv Richens.

6. General Business

It was resolved that the Executive will meet with Steve Garlick next week.

Confirmed as a true and accurate record.


Chairperson

22/11/96
Date


NOREDO

Northern Rivers Regional Economic Development Organisation Inc.

Chairperson: Jim Gallagher
Secretary: Merv Richens
Administrator: Paul Amar

Secretariat: NOREDO
GPO Box 1474
LISMORE NSW 2480

Telephone: (066) 22 4665
Facsimile: (066) 22 4567

MINUTES

Executive Meeting 20th September, 1996 8.00 am
NOREDO Office, Strand Arcade, Lismore

Present: Jim Gallagher Tom Dennis Val Johnston
Keith Davidson

In Attendance: Paul Amar

Apologies: Harry Hyland Merv Richens

2 Minutes of Meeting Held 13th September, 1996

The minutes for the 13th September, were confirmed. An ammendment to the minutes of the 6th September, Item 5.3 was made. The word "being" was inserted to make the item read:

"There was discussion regarding the meeting with NORTEL Executives and member so the NORLINK Steering Committee and the matter of the proposed company being set up by Merv Richens and Ian Peter etc..."

3 Finance

3.1 Cheques for Approval

Cheques listed were approved for payment.

4 Matters Arising

4.1 Norlink

It was resolved to meet with the NOROC Executive to discuss the recent developments with the Norlink project.

4.2 Action List

Olympic 2000

It was resolved to call a meeting of interested parties and advertise publicly.

Northern Rivers Institute

Formal agreement is proceeding.

Capability Audit

DEETYA have indicated funding may be possible.

1750 Jobs Program

DEETYA Funding until April - Paul Amar and Keith Davidson to prepare a proposal.

Forestry

It was resolved to call a meeting once the RACAC decision has been made.

Summerland Way

It was resolved to arrange for a launch of the report.

Accommodation

It was resolved to accept the offer of a three month lease on the current office.

NORIS

Norsearch have invited NOREDO to take carriage of the service, funds from NOREDO to Norsearch are still outstanding.

Youth Summit

It was resolved to write to DEETYA to ask for the outposting of Christine Williams for two to three days per week to forward.

It was resolved to launch the youth report and have youth involved in the launch after having discussed resources with DEETYA.

Infrastructure Bonds

It was resolved to ask the Canberra Regional Development Organisation Conference to approach the Treasurer to request that 40% of Infrastructure Bond's be allocated to Regional Australia.

5. Reports5.1 Reports from other Organisations

Tom Dennis reported on his trip to the Port of Brisbane and discussed progress in farm forestry.

6. Correspondence6.1 Letter from Norah Bostock

The letter from Norah Bostock was noted. It was resolved to thank her for her work for NOREDO and to hold a farewell lunch.

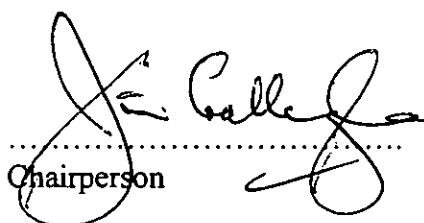
7. General Business**7.1 NORLINK**

Paul Amar was asked to prepare background information on NORLINK and to make the NORLINK file available to Executive Members.

The next general meeting was set for 1st November in Ballina at 9.30am.

The next Executive meeting was set for 18th October.

Confirmed as a true and accurate record.


.....
Chairperson

17/10/96
.....
Date

NORED0

Northern Rivers Regional Economic Development Organisation Inc.

Chairperson: Jim Gallagher
Secretary: Merv Richens
Administrator: Paul Amar

Secretariat: NORED0
GPO Box 1474
LISMORE NSW 2480

Telephone: (066) 22 4665
Facsimile: (066) 22 4567

MINUTES

**Executive Meeting 17th October, 1996 8.00 am,
NORED0 Office, Strand Arcade, Lismore**

Present: Jim Gallagher, Merv Richens, Tom Dennis
Val Johnston, Keith Davidson, Harry Hyland

In Attendance: Paul Amar

2 Minutes of Meeting Held 20th September, 1996

The minutes of the meeting held on 20th September were approved.

3 Finance

3.1 Cheques for Approval

Cheques as listed were approved for payment

3.2 Treasurers Report

The Treasurer tabled draft budgets, members were asked to consider these and raise questions with Keith Davidson prior to the next meeting when the budgets will be put for approval.

4 Matters Arising

4.1 Action List

Olympic 2000

Jim Gallagher has put out a press release supporting rowing and a white water canoe course.

Farmers Secondment

Need to discuss with Ian Causley and look to DPIE for funds.

Information Centre

Paul Amar to talk to Harry Woods re: ammended submission - located at the University.

Capability Audit

DEETYA are prepared to approve for funding the capability audit as a platform for targeting labour marked programs. Paul Amar to prepare a submission.

Business Plan

To be dealt with at the next Executive meeting Friday 25th at 8 am.

Baseball

There will be a meeting between the Mayor of Lismore and State Government. NOREDO has offered assistance, no action at present.

Export Enhancement

Awaiting reply from Steve Garlick.

Summerland Way Feasibility Study

Awaiting revised report from consultant. Paul Amar to pursue.

Regional Strategy

Paul Amar to forward.

5. Reports5.1 Chairmans report

1. NOREDO has received an offer to extend the Employment Development Officer position. **It was resolved** to circulate the contract and determine how to proceed at the next meeting.
2. Jim Gallagher has visited NIREDO. They have decided not to employ an executive office now that Paul Squires has resigned, they will use the money for projects. NIREDO have indicated they are interested in joint projects with NOREDO, initially, concerning facilitation of venture capital and the capability audit. The NIREDO Executive have been invited to meet with NOREDO.
3. Jim met with DEETYA at Mt Gravatt. Agreements from the meeting included:
 - a) In principle, agreement that Christine Williams' work load could include the Youth Summit follow up work.
 - b) 1750 Promotion funds - DEETYA will look at how final funds can be released.
 - c) DEETYA would be happy to be part of the Youth Summit Report Launch.
 - d) ACC expenses - \$5,000 is available for this year.
4. There was discussion concerning the future Forest thinnings and export from the region for woodchip. **It was resolved that** Paul Amar should raise with the appropriate Minister and.

Regional Development Board/State and Regional Development the question of value adding in the region instead of exporting the raw materials.

5.2 Reports from other Organisations

Southern Cross University Report

Harry Hyland thanked Jim Gallagher for opening the Australian Tea Tree Research institute. He went on to inform the meeting that Southern Cross University is examining its involvement in regional development and will hold a workshop in early December. NOREDO will be invited.

Regional Chambers of Commerce and Industry

The Regional Chamber held a meeting recently and are examining holding a regional expo early next year.

Australian Business Chamber

Australian Business Chamber will be holding a council meeting tomorrow. The Council has now been expanded to sixteen members.

6. Correspondence

6.1 McKinsey Benchmarking Report - noted

6.2 Nymboida Shire Council

It was resolved to empower the chair to take whatever action was needed.

6.3 Larry Anthony, MP - noted

6.4 Ian Causley, MP - noted

7. General Business

7.1 Members Backfill

A draft resolution was circulated to be considered.

7.2 Travel Reimbursement costs

Concerning the usage of private vehicle for NOREDO business it was resolved that reimbursement be at a flat rate of 28 cents per kilometre.

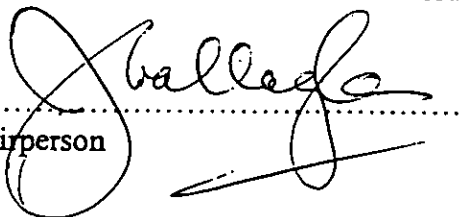
8. Other Business

8.3 Dolphin Award

It was resolved to sponsor a Dolphin award for one year only.

Confirmed as a true and accurate record

Chairperson



Date

25/10/96

NOREDO

Northern Rivers Regional Economic Development Organisation Inc.

Chairperson: Jim Gallagher
Secretary: Chris Clare
Administrator: Paul Amar
email: noredo@nor.com.au

Secretariat: NOREDO
Post Office Box 1474
LISMORE NSW 2480

Telephone: (066) 22 4665
Facsimile: (066) 22 4567

MINUTES

Executive Meeting 19 July 1996
8.30 am, NOREDO Office, Shop 6, Strand Arcade
Molesworth Street, Lismore

Present: J Gallagher D Fox S Moon R Rathborne G Muir
 K Davidson T Dennis J Sladden M Richens H Woods
 P Doyle V Johnston A Kenyon H Hyland (part) C Clare

In Attendance: P Amar

1 Regional Development Program

J Gallagher addressed the meeting re the closure of the Regional Development Program, he related that the Economic Review Committee made the decision based on the Audit Review report.

The McKinsey report which was commissioned by DTARD has not yet been finished.

All existing contracts are expected to be honoured. NOREDO projects - Export project will be one stage only at present. Norlink, the satellite imaging project, the research institute, Chamber of Commerce and Farmers projects have not been funded through the RDP.

NOREDO has faxed all RDOs to bring them together in Sydney on 2 August to get an agreed position to approach the Government. David Armitage from Melbourne East is hoping to be present. The Regional DTARD office will be closed Friday, 26 July. J Gallagher suggested bringing D Armitage to the region to share Victorian experience.

Discussion Points

- i. Minister Egan's office may need to be involved in discussions with the Commonwealth.
- ii. Current funding for the Secretariat will last for 18 months.
- iii. There is a need to redirect the organisation for continued operation
- iv. Regional organisations may need to help develop new methods.

- v. NOREDO needs to revise the strategy document which would have happened anyway.

6 Action Needed

Future role: long term strategy development

Short term: what to do about current program - urgent.

It was resolved to hold a workshop to look at future strategy/direction Federal Members would be invited, focus for workshop should be alternative funding methods, eg infrastructure bonds, Superannuation investment, running projects.

- The conference must address what are government priorities and access opportunities in current government programs.

RDO amalgamation may be an option. There needs to be a co-ordinated regional response to the overall impact of government decisions.

First priority should be to have the regional priorities represented. As well as the concept of RDO's status and role of regional development needs to be addressed with government. Message to Canberra needs to come from private sector.

It was resolved to take up the issue of the undue haste with which the regional office is being closed.

It was resolved that NOREDO work closely with NOROC and Lismore Council, that P Amar prepare proposal to look at regional impact of cuts.

It was resolved to hold a search conference with a sub group appointed to determine timing. Focus will be what the region wants and how it can be achieved. D Fox to organise with the first meeting 23 July after ACC.

The meeting endorsed the Chairman's actions in calling together NSW RDOs in Sydney **and resolved** to invite Minister John Sharp to the region and also to meet with the Federal members.

Resolved to contact member organisations asking them to contact John Howard's office with written expressions of support for NOREDO.

1750 Promotion

The TV advertisement scripts were tabled and discussed, **it was resolved** to remove references to grants and Australian Council from the advertisements.

General Business

C Clare tabled his immediate resignation informing the meeting he would be leaving NOROC on 19 August to take up a senior position in the Northern Territory

Government. A motion of acclamation was passed and J Gallagher thanked Chris Clare for his work in forging regional agreement of national significance.

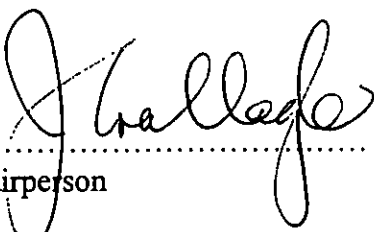
S Moon confirmed his resignation as treasurer effective from this meeting, and wished the organisation well.

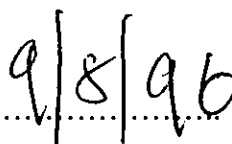
J Gallagher thanked S Moon for his work and related that the good relationships between NOREDO and the NRRDB were attributable to S Moon's work.

J Gallagher went on to thank A Kenyon for all the valuable work she had done on behalf of NOREDO.

H Woods thanked leaving members for their work and their ability to look at issues from a public interest perspective.

Confirmed as a true and accurate record


.....
Chairperson


.....
Date

NOREDO

Northern Rivers Regional Economic Development Organisation Inc.

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Date: 7/8/96

To: All NOREDO Members

From: Leila Turner
Administrative Officer

Number of pages including this cover __6

Subject: Minutes of Exec Meeting 6th June

Message

NOREDO

Northern Rivers Regional Economic Development Organisation Inc

Chairperson: Jim Gallagher
Secretary: Chris Clare
Administrator: Paul Amar
email : noredo@nor.com.au

Secretariat: NOREDO
PO Box 1474
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Telephone: (066) 22 4665
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MINUTES

Executive Meeting 7th June 1996
8.30 am, NOREDO Office, Shop 6, Strand Arcade
Molesworth Street, Lismore

Present: Jim Gallagher, Amanda Kenyon, Alan Davies (Part)
Chris Clare, Stuart Moon, Merv Richens (Part)
Reg Waters, Harry Hyland (Part) Ian Davidson

Jim Gallagher welcomed Ian Davidson as the Chamber of Commerce representative.

Apologies: Val Johnston, Tom Dennis

2. Minutes of Meeting Held 24th May, 1996

The minutes of the meeting held 24th May were approved.

3. Finance

3.1 Cheques for Approval

The cheques listed were approved for payment.

4. Chairpersons Report

Jim Gallagher gave a report covering: Meetings with CSIRO and the McKinsey RDO benchmarking project. He went on to ask for all member organisations to do whatever possible to value add to the regional promotion program.

5. Matters Arising

5.1 Action List

Northern Rivers Sawmillers

A letter of support has been sent

5

Aboriginal & Torres Strait Islander Commission (North Coast Region) - Department of Employment Education and Training & Youth Affairs - Department of Training and Education Co-ordination - North Coast Centre Chamber of Manufacturers of NSW - North Coast Regional Combined Unions Committee - North Coast Institute of TAFE - North Coast Regional Office Greening Australia - North Eastern Employment and Training Limited - Northern Rivers Regional Business Enterprise Centres - Northern Rivers Regional Chambers of Commerce and Industry - Northern Rivers Regional Development Board - Northern Rivers Regional Organisation of Councils - Northern Rivers Social Development Council - NSW Department of Business and Regional Development - NSW Farmers Association - Northern Rivers 2000 Committee - OLMA - Regional Tourism Organisation - Mr Bill Rixon, Member for Lismore - Royal Australian Planning Institute (North Coast Division) - The Hon Janelle Saffin, MLC - Southern Cross University

7th June 1996 minutes 06/17/96 9:02 AM

Forestry

NOROC will be holding a consultation meeting with industry groups and industry regional representative bodies to discuss the IFA and RFA process. Chris Clare proposed any resulting committee be based in Grafton and that outcomes need to be jointly owned.

It was resolved to continue to facilitate dialogue between Industry and Conservation groups.

Jim Gallagher thanked Chris Clare for his organisations work with the forestry industry.

Business Plan

It was resolved for Merv Richens to go to Sydney to collect any completed work. Southern Cross University and Australian Business Chamber will complete the plan. Merv Richens and Stewart Hase to prepare contracted arrangements. A business plan meeting will be held 20th June 10 am to 12 noon at DTARD office.

It was resolved to sign the contract for funding the business plan.

1750 Program

Bob Mulholland reported on placements and the conversion process. It was agreed that all industry partners would talk to sponsors requesting information on their outcomes.

Promotion

The launch will be Wednesday 24th July at the Byron Beach Club with 80 - 100 invitees. Print elements of the campaign are currently attracting a lot of interest for co-operative funding.

Evaluation options are currently being investigated. It was emphasised that if the evaluation uses people from outside of the region then it must leave skills within the region.

It was resolved the Executive accept the recommendation of the MCWG to run the branding study. Stephen Nelson was asked to explore the possibility of a local partner for the branding study.

Jim Gallagher to talk to sponsors re: how much funding may come for a second phase for the promotion.

Youth Summit

The Youth Summit will be held on 12th June. All members are urged to attend. Vanessa Ekins was thanked for her work.

Structure Discussion Paper

It was resolved to circulate the paper to members as a first draft requesting feedback within a month.

Road to Work

John Pearson and Chris Clare have discussed. Chris Clare is working on the formation of a LGA consortium to bid for larger contracts. Chris Clare to draft a letter to Michael Knight from NOREDO regarding RTA approval of consortia.

It was resolved to release a joint press release with NOROC regarding the Pacific Highway route.

Baseball Stadium

Jim Gallagher to talk to sponsors and Dave Arthur at Southern Cross University re: funding a business plan

Summerland Way Feasibility Study

It was resolved to write to the Summerland Way Steering Committee to thank them for their efforts. It was reported the Consultants recommendation is for a full upgrade of the road.

BVET

Jim Gallagher to discuss with Stewart Hase and Amanda Kenyon how to best follow up this report.

Strategy Project

It was resolved to write to DTARD for funding to upgrade the strategy and to evaluate the current strategy.

Structures

Paul Amar to circulate the first draft to Executive members

Secretariat

It was confirmed that a car formed part of the Administrators salary package.

RDO Meeting

Will be held at Tenterfield on 17th June, at 11 am.

DTARD

Paul Amar to talk to Amanda Kenyon re: funds not yet received for overseeing projects.

Food Processing Incubator

Jim Gallagher reported the letter of support has been sent to DEETYA.

NORIS

It was resolved to seek funds to pay Norsearch for work done on NORIS as per his proposal.

Newsletter

Jim Gallagher is talking with Geoff Muldoon about a NOREDO newsletter.

First Business Finance Paper

Paul Amar to give copies to ABC, NRRDB and NRCCI.

Broadwater Bridge
Letter to be sent to Reg Waters

5.2 Backfilling Funding

It was resolved that payment of \$10,411 be paid to Stuart Moon for his attendance at meetings for the period to 31 December, 1995. Further that the principle for payment for 1996 be established after taking further advice.

5.3 NORIS Proposal

Covered under point 5.1

5.4 Summerland Credit Union

Documents were signed to open Summerland Credit Union accounts.

5.5 Future of Work Conference - noted

5.6 TURSA

Covered under point 5.1

5.7 Request for Assistance for Horticultural Industry

It was resolved to invite Ron Rathborne to talk to the proposal at the next meeting.

5.8 Food Processing Incubator Proposal

Covered under point 5.1

5.9 1750 Program

Covered under point 5.1

5.10 Benchmarking

Covered under point 5.1

5.11 NOREDO Strategy

Covered under point 5.1

5.12 NOREDO Executive Positions

It was resolved to note the letter from Merv Richens and to ask him to talk to it. Jim Gallagher to talk to NRRDB and ABC

5.13 COSBOA Project

Paul Amar gave a verbal report

5.14 Restructuring Discussion Paper

Covered under point 5.1

6. Correspondence

6.1 Taxation Exemption

It was resolved not to follow the matter further with the tax office at this stage.

6.2 Decrease in 1750 Jobs Initiative

Paul Amar to draft a letter of reply

7. General Business

7.1 NOREDO Membership

It was resolved to invite Harry Woods to become a member for NOREDO.

It was resolved to write to all parliamentarians in the region to inform them of eligibility for membership of NOREDO.

7.2 Chamber of Commerce Project Officer Proposal

It was resolved to support the development of the project.

7.3 NEEAT NWO Contract

It was resolved to sign the contract and to invite Terry Overton to the next meeting to discuss how the allowances were arrived at.

Confirmed as a true and accurate record


.....
Chair

28/6/96
.....
Date

NOREDO

Northern Rivers Regional Economic Development Organisation Inc.

Chairperson : Jim Gallagher
Secretary : Chris Clare
Administrator : Paul Amar

Secretariat: NOREDO
Post Office Box 5095
EAST LISMORE 2480

Telephone: (066) 20 3297
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MINUTES

**NOREDO Meeting held 29th March, 1996
at Byron Bay Council Chambers
Lawson Street, Byron Bay commencing at 10.30 am**

Present:	Jim Gallagher	NCRCUC
	Stuart Moon	NRADB
	Chris Clare	NOROC
	Merv Richens	ABC
	Max Boyd	Mayor, Tweed Council
	Ron Rathbourne	NRSDC
	Tony Conway	DEETYA
	Des Power	State & Regional Development
	Garry Muir	Regional Chambers
	Amanda Kenyon	DHARD
	Bob Mulholland	1750 Jobs Project, NOREDO
	Craig Swaney	Development Officer, 1750 Jobs Project
	Paul Amar	NOREDO
	Murray Austin	Aust. Chamber of Commerce & Industry
	Terry Overton	NEEAT (Part)

1. Apologies

The following apologies were tendered and accepted:

Bill Rixon, MP	Member for Lismore
Val Johnson	Mayor, Kyogle Council
Larry Anthony, MHR	Member for Richmond
Ian Causley, MHR	Member for Page
Alan Davies	Southern Cross University
Stewart Hase	Norsearch
David Fox	OLMA

2 Addresses to the Meeting

2.1 Stuart Moon thanked members and visitors for their attendance at the meeting and Byron Council for the use of their facilities.

2.2 Cr Hugh Ermacora

Cr. Ermacora addressed the meeting and thanked NOREDO for the opportunity to speak and spoke about Byron Council and the assets of the Shire.

3. Previous Minutes

The minutes of the meeting held at Lismore City Council Chambers, 2nd February, 1996 were approved.

4. Business Arising

Covered in reports

5. Reports

5.1 Chairperson's Report

The chairperson emphasised the need for members to think about the future and improvements that can be made.

NOREDO needs to achieve consensus in all areas of operation of the organisation in order to remain viable.

Other areas covered included:

A meeting being sought with Mr John Sharp, Minister for Transport & Regional Development and Ms Amanda Vanstone, Minister for Employment, Education, Training and Youth Affairs

Members have met with Southern Corridor REDO to discuss cross border issues.

Paul Amar addressed other current projects that NOREDO is working on.

Discussion

Members agreed that some thought needs to be given to how to fully appraise members of NOREDO activities. NOREDO's role is one of networking to drive and assist organisations and projects.

It was resolved to convene a working party to explore options to maximise co-ordination and to negate unnecessary duplication between the Regional Development Board and NOREDO. Further that the working group, comprising of Chris Clare, Amanda Kenyon, Des Power, develop a discussion paper without recommendations to be placed before the next NOREDO executive meeting with a view to making recommendations to the State and Federal Governments.

5.2 Financial Report

The financial report was received and accepted.

5.3 Forestry

Des Power reported that by the year 2000 the expected \$80M in export of Forestry products will not come to pass due to a reduction in logging to 40%.

Des pointed out areas of activity in Forestry:

- State Forestry are planting trees on land being purchased. Not a lot of private investment in forestry in the region.
- Plantations are being planned for Kyogle, Mullangarn areas to be planted with hoop pine and silky oak.
- Plantation Task force applied to DPIE for committee person to run the plantation agenda. the Task force have submitted a request to NOREDO for funds but they need to widen their outlook to include MIDREDO.
- Softwood industry is heartening, Hardwood disappointing
- Waiting on a study of the value of Forestry in NSW

Jim Gallagher spoke of the need to broker debate between environmental and industry people over forest resources. The satellite project will provide the ability to establish the truth in the environmental and industry debate.

It was resolved to invite DPIE to join NOREDO

It was resolved that NOREDO endorse Forest 2000 be incorporated into a Regional Forestry Organisation and have membership to NOREDO.

5.4 1750 Program

Bob Mulholland reported the project

Ron Rathborne pointed out, in the 1750 Jobs promotion project, NOREDO has a pool of people who have received quality training and they are available for work.

5.5

Export Strategy

Stuart Moon reported that the Export Committee are within their timetable. They are in the process of appointing a Round Table reference group which should occur before 4th April.

5.6

Summerland Way Feasibility Study

Chris Clare reported that the Draft Working paper is complete. Chris outlined options to the meeting varying between \$42M and \$52M.

It was resolved that NOREDO seek clarification of NSW Government's commitment to the funding of the Summerland Way

6.

Correspondence

Letters from G. Muir and R. Rathborne were tabled concerning the expansion of the Executive and a letter from the Master Builders Association was tabled explaining their resignation from NOREDO.

It was explained that additional members on the Executive Committee have observer rights only, they are not permitted to vote.

It was resolved that Jim Gallagher respond to the Master Builders resignation letter.

7.

General Business

7.1 New Members

Prospective members being considered are:

- | | |
|-------------------------------|-----------------------------|
| - Mr Max Fathers | - Total Opportunity Project |
| - Forest Products Association | - Richmond Tweed Branch |

It was resolved to endorse the membership of Mr Ian Causley and Mr Larry Anthony.

There was some discussion about of Total Opportunity Project being a member of NOREDO given that they receive representation through the Northern Rivers Social Development Council.

It was resolved that Jim Gallagher, Merv Richens and Ron Rathborne examine the Rules of Association for the process of applying to be a member of NOREDO and to report their findings to the AGM.

7.2 DTARD report

Amanda Kenyon informed the meeting of the coalitions policy regarding REDO's. Government will maintain their current level of funding.

7.3 1750 Jobs Promotion Project

Consultants - George Patterson Bates and North Coast Ad Agency have been appointed, and a workshop has been held. Contracts have yet to be signed. All individual proposals have been passed to consultants.

Stephen Nelson has been appointed by the Consultants as the Project Manager and members are asked to contact Stephen regarding the promotion.

It was resolved that if Jim Gallagher is unsuccessful in his communications with DEETYA in obtaining a guarantee of funding of the second phase of funding then the Executive would immediately notify the Politicians regarding the loss of funds from the campaign.

7.4 Meeting dates

The next meeting will be held on Friday, 31 May 1996 at Ulmarra commencing 10.00 am

The Annual General Meeting will be held on Friday, 3rd May, 1996 at Lismore commencing 10.00 am.

7.5 Max Boyd, Mayor Tweed Council

Max Boyd addressed the meeting concerning issues relating the Tweed Shire. Max requested that NOREDO support two projects:

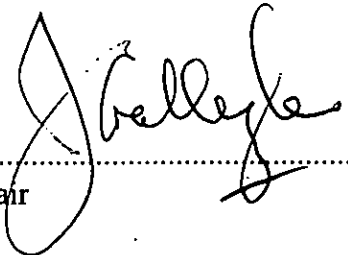
1. All weather surface Regional Hockey Field in Murwillumbah
2. Co-operative Training and Research Centre - Forestry component consisting of 1100 hectares of timbered land.

It was resolved that NOREDO will pursue corridor issues and attempt to reestablish cross border committee to address cross border issues. Amanda Kenyon will look into the possibility of funding for a worker to mesh with the cross border committee and NOREDO to address problems.

It was resolved that NOREDO would respond to the Hockey Field and Co-operative Training and Research Centre project proposals. Des Power to discuss the Co-operative Training and Research Training Centre with Southern Cross University.

The meeting closed at 1.35 pm

Confirmed as a true and accurate record


.....
Chair

28/6/96
.....
Date

NOREDO

Northern Rivers Regional Economic Development Organisation Inc

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PO Box 1474
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20th August, 1996

IMPORTANT NOTICE

Dear Geoff

I am writing to invite you as a key business person in the Northern Rivers to participate in a search conference on 27 August to look at future strategies and directions for NOREDO and the Northern Rivers Area Consultation Committee.

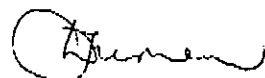
This will be an important meeting, the outcomes of which are expected to form the basis for the new NOREDO strategy. The meeting will take place in the old RDU office on the second floor of the CES offices in the AZA Building on Keen Street, Lismore. You are asked to arrive at 8.00 am for a 8.30 start; the day will finish at 4.00 pm. If you are unable to attend for the whole day, we would still appreciate attendance for part of the day.

Could you please confirm their attendance by contacting Leila Turner on 066 22 4665 by 23 August so that we can finalise the arrangements for the day.

We establish how the region's development priorities can now best be implemented as well as developing strategies for a sustainable future, given the changed environment that we now operate in.

I look forward to seeing you on 27 August for what will be a stimulating day.

Yours sincerely



Jim Gallagher
Chairperson

NOREDO

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Date: 26/8/96

To: John Corkill

From: Leila Turner
Administrative Officer

Number of pages including this cover __2

Subject: Search Conference

Message

NOREDO

Northern Rivers Regional Economic Development Organisation Inc.

Chairperson: Jim Gallagher
Secretary: Chris Clare
Administrator: Paul Amar

Secretariat: NOREDO
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LISMORE NSW 2480

Telephone: (066) 22 4665
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MINUTES

9 August, 1996 8.30 am,
NOREDO Office Strand Arcade, Lismore

Present: Jim Gallagher, Merv Richens, Val Johnston
Harry Hyland, Keith Davidson, Tom Dennis

In Attendance: Paul Amar, Geoff Muldoon (Part)
Chris Clare (Part) Stephen Nelson (Part)

2 Minutes of Meeting Held 19 July, 1996

The Minutes of the meeting held on 19th July, were approved.

3 Finance

3.1 Cheques for Approval

Cheques as listed were approved

3.2 Accounts to July, 1996

The Accounts for the period to 31st July 1996 were presented and approved.

4 Matters Arising

4.1 NSW REDO meeting and outcomes

Jim Gallagher reported on the NSW Regional Development Organisation meeting held in Sydney which also included Industry Associations.

The Outcomes were:

1. An approach is being made to the Prime Minister to remind him that it is important for the Commonwealth Government to own the Regional Development program in partnership with the regions.
2. It has been agreed to send a joint letter (to the Prime Minister) on behalf of all State Regional Development Organisation's (except W.A.)
3. A NSW Regional Development Organisation media release has been developed.

4.2 1750 Promotion Report including Launch

Stephen Nelson outlined the program for the launch and gave details of the information kit that would be available.

It was resolved to review the invitation list to businesses. Jim Gallagher will talk to the Northern Star about pre launch publicity.

There will be a meeting with Larry Anthony at 12:30 after the launch.

Stephen Nelson outlined the process for the commitment of funds. The contract with George Patterson Bates and North Coast Ad Agency is to be signed next week.

It was resolved to inform the MCWG of the need to stay at or below budget estimates.

It was resolved that the research project contract letting be reviewed and that it not proceed without local involvement.

4.3 Export Project

It was resolved that Paul Amar and Merv Richens meet to prepare a proposal for the next meeting.

4.4 Summerland Way - Deferred

4.5 Search Conference

Members were advised that the search conference will be held on 27th August, at the RDU from 8.30 to 4.00.

4.6 Norlink

Geoff Muldoon reported on progress since the abolition of the RDP. The project will still proceed with NORTEL supporting the project. It is expected that the public access component of the project will be reduced. Ian Peter is revising the business plan, the focus will now be a regional server, regional directory, joint ventures with tourism and information technology industries.

5 Correspondence

5.1 Norsearch re Business Plan - Deferred

6 General Business

6.1 Staff contracts

It was resolved to renew the Administrators contract for a further twelve months with a review of function at the restructuring of the organisation.

It was resolved to form a sub group to look at the issue of contracts for 1750 staff.

6.2 Administrator's leave

It was reported that the Administrator will be taking three weeks leave from around the end of August.

6.3 Meeting Costs for MCWG - Deferred

6.4 NOREDO ACC Newsletter

Members were given copies of the NOREDO ACC newsletter and asked to give any feedback by the end of the day.

6.5 RACAC/Forestry meeting report - Deferred

6.6 Youth Report and Submission - Deferred

6.7 Extractive Industries Standing Committee - Deferred

7. Other Business

7.1 Action List

It was resolved that the Action list be e-mailed to Executive Members at the end of each month in the event of recent meetings not having reviewed the document.

7.2 Officer Bearers

The following office bearers were elected:

Secretary	-	Merv Richens
Treasurer	-	Keith Davidson
Public Officer	-	Amanda Kenyon

Confirmed as a true and accurate record.

Chairperson

Date

16/8/96

NOREDO

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Date: 19/8/96

To: All NOREDO Members

From: Leila Turner
Administrative Officer

Please find enclosed a copy of the minutes of the NOREDO Executive meeting held on Friday 9th August, 1996.

Also enclosed is a copy of a letter that was forwarded to Dr Jim Gallagher, Chair of NOREDO, from the Department of Transport and Regional Development outlining options for NOREDO in the wake of the abolition of the Regional Development Program. An Executive summary of the report from the Advisory Group on Financial Resources for RDO's is also enclosed for your information. These papers are included for your perusal and consideration prior to the NOREDO search conference due to take place on Tuesday 27th August.



**Senator the Hon. Grant Tambling
Parliamentary Secretary
Transport and Regional Development**

Parliament House
Canberra ACT 2600
Telephone: (06) 277 3436
Facsimile: (06) 277 3704

3/80 The Esplanade
GPO Box 4196 Darwin NT 0801
Telephone: (08) 89813 567
Facsimile: (08) 89813 022

Dr Jim Gallagher
Chairman
Northern Rivers Regional Economic Development Organisation Inc
PO Box 1474
LISMORE NSW 2480

Jim
Dear Dr Gallagher

On 17 July 1996 I wrote to advise you that the Commonwealth Government had decided to not proceed with new commitments under the Regional Development Program. I want to assure you of the Government's continued strong commitment to regional Australia evidenced by its decision to allocate \$80 million to meet existing regional development programs in the forthcoming budget.

At Attachment A I have provided information on the outstanding commitments from the 1996-97 and 1997-98 financial years. (At Attachment B I have provided a list of all your projects and infrastructure proposals for which we have contracts). These documents are provided for your information. It is our intention to retain the present contractual arrangements for Partnerships, Projects and Infrastructure. Those contracts require grantees to report against milestones and do not place an administrative burden either on grantees or program administrators. I would however, like to pursue a revised approach to Structures, Strategies and Skills contracts. At present the reporting requirements do impose a burden on RDOs and require a heavy administrative commitment from the Department. To overcome this administrative burden and to allow RDOs flexibility in carrying out their businesses I am offering you the following choices.

Option 1:

To terminate RDO operations and therefore the current contractual arrangements with the Commonwealth by 31 August 1996. If a RDO chooses to terminate its contracts there are no penalty payments required from the RDO or the Commonwealth. The Commonwealth will pay monies due under the contract up to the date of termination. If this option is pursued, the Commonwealth will terminate the contract and RDOs will be required to wind up as promptly as possible. Contracts for projects or infrastructure which were affected by this decision may be renegotiated to transfer project management from the RDO to another, mutually acceptable, party.

Option 2:

The RDO can choose to be subsumed into a willing State or regional body. Under this option, the Commonwealth would provide funding to meet its contractual obligations with the exception of structures funding which it will negotiate downwards or eliminate altogether, depending on mutually agreed administrative requirements associated with the transfer. Such funding would be directed through the State or regional organisation. The arrangements for paying funds would be similar to Option 3 below.

Option 3:

To continue as a RDO and, subject to satisfactory fulfilment of negotiated outcomes, receive all contractually committed regional development program funding. Under this option the Commonwealth would renegotiate contracts for Structures, Strategies and Skills into one Agreement which would need to identify outcomes to be achieved within the originally agreed life of the Structures contract.

To assist you in your decision making on these options I have attached the *Report of the Advisory Group on Financial Resources for RDOs*, which identifies a number of options for self financing. Please note that there is no capacity for the Commonwealth to pursue those issues identified in the report as the responsibility of the Regional Development Division. I am currently assessing the initial draft report of the McKinsey survey to determine its value to you in this phase down period.

Please give careful consideration with your Board members to the options outlined above. If you would like to propose another option which you believe would be more beneficial for your region, please do so. However, I regret to advise that it will not be possible to convert funding from Structures, Strategies and Skills contracts into new project funding. Your acceptance of one of the above options, or any additional proposal, should be provided in writing to the Department within six weeks of the date of this letter (by 11 September). Replies should be addressed to:

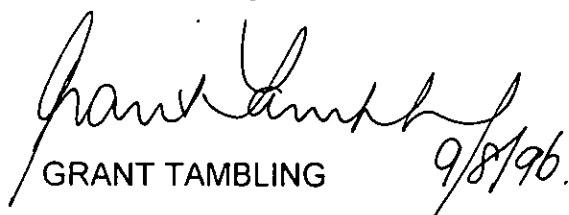
Steve Garlick
Assistant Secretary
Management & Strategic Relations
Regional Development Division
Department of Transport and Regional Development
GPO Box 594
Canberra ACT 2601

or Christine King
Director, Regional Structures
Regional Development Division

Tel: 06 274 8138
Fax: 06 274 8144

Tel: 06 274 8129
Fax: 06 274 8144/274 8101

Yours sincerely


GRANT TAMBLING 9/8/96

OUTSTANDING COMMITMENTS

RDO: NORTHERN RIVERS

ORGANISATION NAME:

AUDIT/SEARCH, STRUCTURES, STRATEGIES, SECONDMENTS/CADETSHIPS

Audit/search	Secretariat, business planning and representational funding	Interim strategy	Full strategy	Secondments/cadetships
	\$226,000			\$11,996

PROJECTS

Name of Project	Amount
Export Enhancement	\$30,000

INFRASTRUCTURE

Name of Project	Amount
Access to Summerland Way (feasibility)	\$10,000
Norlink Study (feasibility)	\$7,000

EXECUTIVE SUMMARY

The Report includes the discussion from the Advisory Group on Financial Resources for RDOs (the Options report) and the Consultant's report. Listing and discussing all the options available to RDOs to obtain supplementary or alternative income to RDP funding, was the main focus of the Group.

The comments and contributions contained in the Options report are from a range of participants in the Advisory Group (listed at Appendix I) and do not necessarily represent the views of the Regional Development Division (RDD) or of all the participants. Where the RDD has obtained information after the meeting, to clarify a comment, the information is indicated as a Note in square brackets.

RDOs are encouraged to take all comments into account when considering potentially viable options for their regions.

The introduction states the purpose of the report and provides a brief background to the Regional Development Program (RDP), the establishment of Regional Development Organisations (RDOs) and the formation of the Advisory Group.

A number of broader issues arose during the course of the Group's discussions over two days. These issues are presented in this report in the first section titled *Common Themes*. The common themes are categorised under the three headings: *Relationship between RDOs and government*, *Co-ordination by government*, *Relationship between the private sector and RDOs*.

Some issues which were raised repeatedly:

- the potential for competition between RDOs and their members if RDOs engaged in commercial activities,
- before providing a service for a fee, it is important that RDOs know the businesses and available services in their regions and identify the gaps in services or where services could be supported or promoted,
- the responsibility of government at all levels towards RDOs,
- the responsibility of RDOs towards their regions and towards their own financial sustainability, and
- the differences between regions (particularly urban and rural) and their relative resource bases.

The *Common Themes* section gives a context to the options which are presented in the second section.

The options fall into four main categories: *Membership fees*, *Stakeholder sponsorship*, *Government grants and Commercial activities*. The options were gathered from contributions made prior to the Advisory Group meeting. A heading is given for each option, under which a contribution in quotes outlines the option. The reference under the quote indicates who made the contribution. Listed under the quote are the comments made by various Advisory Group participants. They are not necessarily an agreed position from the whole Group. Where the Group has made a comment which is outside the sphere of influence of a RDO, it has been listed under *Points for Government to Consider*. These points are again picked up in the closing section *Further Action*.

The third section of the Options report covers the separation of commercial activities from a RDO's core business. RDOs are required to account for the expenditure of Commonwealth funds through their progress reports and accompanying financial statements, as well as the audited report to be provided to the RDD at the end of each financial year. RDOs should show that they have separated Commonwealth funds from any commercial ventures or profits and used the funds for their intended purposes.

The closing section in the Options report recommends further action by RDOs and by the RDD.

The Consultant's report is attached as Appendix 2 and deals with the protection of core functions, probity and separation of RDO and commercial functions, corporate governance, and the structures of RDOs and associated tax issues. The consultant's report deliberately avoids a how-to-manual approach. Each RDO has to set up its structure according to its State or Territory Incorporation legislation and needs to work through its options with the advice of its own accountant or legal advisor.

The response of RDOs to the Options report and the Consultant's report will assist the RDD to determine the next phase of the Financial Resources work and the type of assistance which may be provided to individual RDOs.

Northern Rivers of NSW
Turning Vision into Reality

*A Vision and Strategy for the Economic
Development of the Northern Rivers Region
of NSW*

May 1995

***A Vision and Strategy for the Economic
Development of the Northern Rivers Region
of NSW***

***Prepared by the Northern Rivers Regional Economic Development
Organisation***

***Funded by the Commonwealth Department of Housing and Regional
Development and the Commonwealth Department of Employment, Education and Training***

May 1995

The Northern Rivers Regional Economic Development Organisation (NOREDO)

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Dr Jim Gallagher	Chairperson	North Coast Combined Unions Committee
Mr Chris Clare	Secretary	Northern Rivers Regional Organisation of Councils
Mr Stuart Moon	Treasurer	Northern Rivers Regional Development Board
Prof Alan Davies/		Southern Cross University
Mr Stewart Hase		Southern Cross University
Mr Merv Richens		North Coast Centre, Australian Business Chamber

Secretariat:

Mr Paul Amar Administrator

Member Organisations

- Aboriginal & Torres Strait Islander Commission (North Coast Region)
- Department of Employment Education and Training
- Department of Training and Education Co-ordination
- Master Builders Association
- North Coast Centre Australian Business Chamber
- North Coast Regional Combined Unions Committee
- North Coast Institute of TAFE
- North Coast Regional Office Greening Australia
- North Eastern Employment and Training Limited
- Northern Rivers Regional Business Enterprise Centres
- Northern Rivers Regional Chambers of Commerce and Industry
- Northern Rivers Regional Development Board
- Northern Rivers Regional Organisation of Councils
- Northern Rivers Social Development Council
- NSW Department of Business and Regional Development
- NSW Farmers Association
- Northern Rivers 2000 Committee - OLMA
- Regional Tourism Organisation
- Mr Bill Rixon, Member for Lismore
- Royal Australian Planning Institute (North Coast Division)
- The Hon Janelle Saffin, MLC
- Southern Cross University
- Mr Harry Woods, Member for Page

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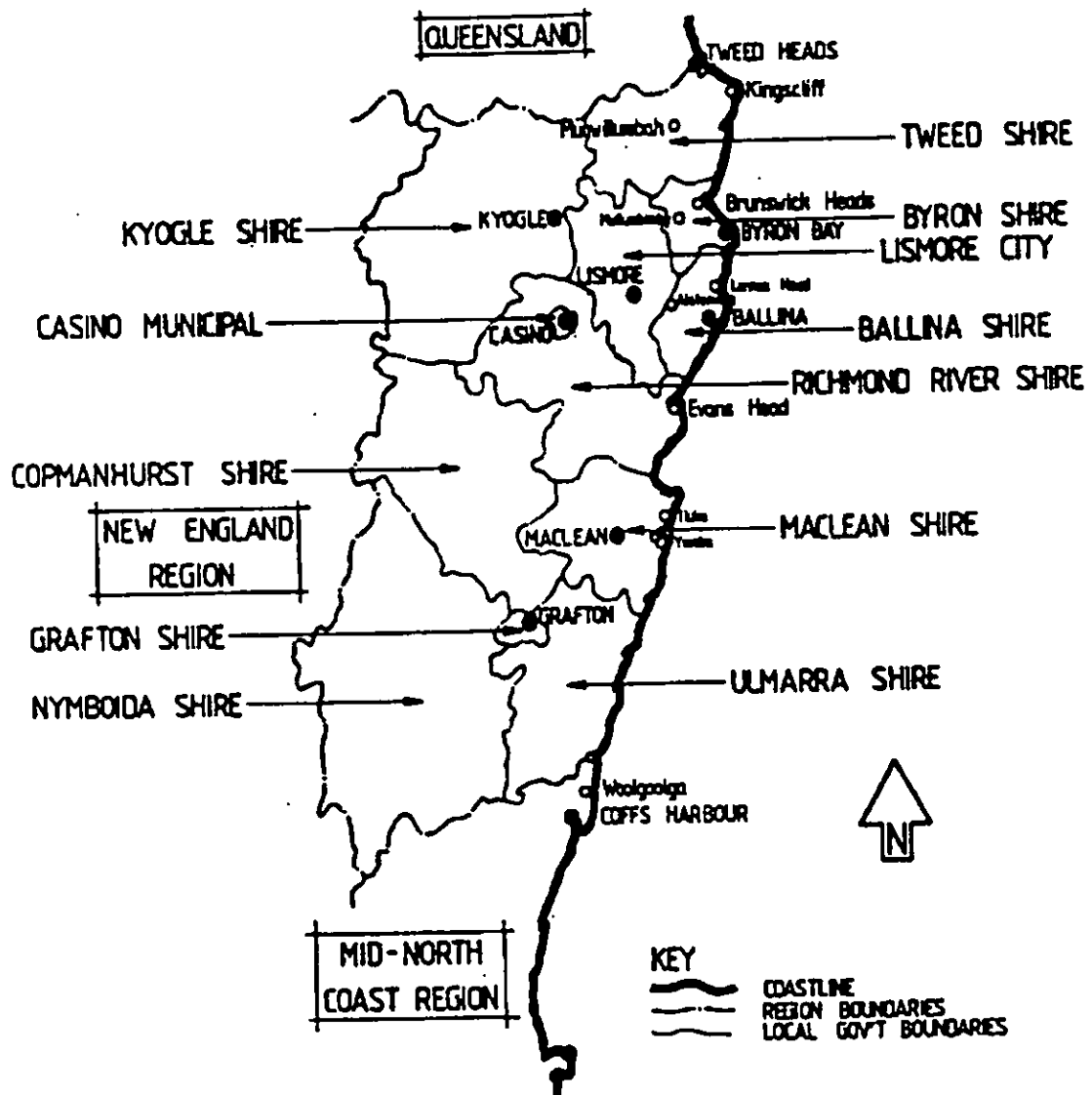
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Northern Rivers of NSW

Turning Vision into Reality

*A Vision and Strategy for the Economic
Development of the Northern Rivers Region
of NSW*

Figure 1 - The Northern Rivers Region



FOREWORD

One of the most striking features of Australia's growth has been the concentration of development in a few large metropolitan areas, and the relative neglect of the vast undeveloped regions. In New South Wales, Sydney has occupied that position, and its continued growth historically has become symbolic of the power of centralisation.

The Northern Rivers - the region encompassed by NOREDO - stretches from the Queensland border to south of Grafton. Over a period of almost 150 years, it has been the focus of an enormous effort in human terms to turn regional aspirations into reality. Those efforts almost always ended in frustration.

With a few notable exceptions, all major decisions relating to the region's priorities have been taken in Sydney. Despite the best efforts of regional development boards and communities lobbies over the years, the North Coast remained the 'Cinderella' of NSW.

There are signs that this is now changing.

The unique group now known as NOREDO was launched on 3 December, 1993, born of a frustration to drive real jobs and see that the region's needs were met. A small industry base and a rapidly growing population does not sit easily together.

The door opened in 1994 by the Federal Government's regional development program which asked us to develop our own regional priorities was the first time in 95 years that this had happened. The Federal Government opened the door and NOREDO is meeting the challenges on the other side of it.

Under past practice, the document that follows could have been written in a fortnight. The unimplemented reports were all there. However, NOREDO has gone through a process of regional consultations, and we are sure that what we have written in this 'living' document is what people from around the region have been telling us should happen.

Perhaps the best outcome from this process has been the birth of a truly regional body which is not the creature of any government. My thanks, and the thanks of NOREDO, should go to all the people who have participated in putting it together.

The implementation of the findings and the creation of real jobs and wealth - a sustainable economy - in what we will work to ensure will remain the best part of Australia, is the next step.

Dr Jim Gallagher
Chair
NOREDO

EXECUTIVE SUMMARY

- The Northern Rivers Economic Development Organisation (NOREDO) is a peak organisation of regional bodies which have come together to facilitate the economic development of the Northern Rivers by supporting, co-ordinating and driving agreed regional priorities in one of the most rapidly growing regions in Australia.

Its successful operation is an example of the high level of co-operation that is possible amongst people with widely divergent interests and philosophies, when there are mutual benefits to be achieved.

- NOREDO has undertaken the development of a regional economic development strategy which reflects a shared vision for the Northern Rivers region and which puts in place various action plans to achieve that vision - a vision of appropriate sustainable economic development which provides work and wealth for the region's people while preserving and enhancing its environmental heritage.
- NOREDO also constitutes the Northern Rivers Area Consultative Committee to the Department of Employment, Education and Training (DEET).
- NOREDO is in a unique position through its very wide representation to assist in the resolution and co-ordination of issues affect the whole spectrum of regional development.
- A wide ranging consultation has already been undertaken to provide the parameters for the regional strategy. This series of consultations included an audit of existing regional capabilities and ascertained aspirations for the region's future. The strategy is a 'living document' which will be modified as strategies are implemented, to ensure it serves the needs of the people of the region both now and in the future.
- The challenge for the Northern Rivers, given the relatively small industry base on which to build for the provision of jobs, is to promote economic growth to meet the rapid population increase, to deal with unemployment levels which are far higher than the national average, while sustaining the environmental integrity of the region.
- The Northern Rivers community has unmatched potential for confronting this challenge. That potential centres around its natural resources, beaches, forests and an undeveloped hinterland. The region's population is highly skilled and marked by cultural diversity and tolerance.
- To begin to turn the region's visions from aspirations to reality, NOREDO proposes to develop a variety of priority projects in the following areas:
 - Land Use Strategy and Information base
 - Export Market Feasibility Study and Marketing Plan
 - Resolution of NSW/Queensland cross-border issues
 - Regional Electronic Network and Information Base (NORLINK)
 - Regional Best Practice Program

- Infrastructure development particularly transport - immediate identified priorities include The Summerland Way and the Broadwater Bridge
 - Assistance to ongoing sectoral strategies e.g. Task Force 2000 in the forestry industry
 - Conflict resolution in key sectors
 - Training and Research Institute for the region
 - Job creation, particularly in respect of long-term unemployed persons
 - Regional industrial agreements
- NOREDO must address certain historical issues in the region:
 - * inadequate transport infrastructure
 - * the failure of successive governments to implement regional priorities, and
 - * the failure to resolve conflict in areas such as
 - the relationship between urban development and agriculture;
 - the relationship between the environment and major industrial and tourism development; and
 - the region's forests.
 - NOREDO, in its role as the Northern Rivers ACC, will strive for best practice use of labour market programs to assist DEET in increasing employment opportunities, reducing unemployment, and raising the skills levels of the region's workforce.
 - The vision, and the strategies to achieve the vision, will be tested and further developed in an extensive community consultation process which is to be undertaken.



1. INTRODUCTION

1.1 Why Develop this Strategy and Vision?

The strategy for the sustainable economic development of the Northern Rivers region has been prepared in order to mobilise the Region's economic strengths towards major markets and to gain commitment from key regional players.

The development of an agreed strategy is a fundamental step towards ensuring that the region builds upon its economic strengths and opportunities in a co-ordinated and coherent manner, in order to generate further economic activity, stimulate investment, exports, employment and wealth in the Northern Rivers.

It will better integrate the physical, economic and human resources of the Northern Rivers to achieve an agreed vision for the future development of the region.

The Northern Rivers regional economic development strategy will provide a means towards achieving the Region's vision. It will act as the mechanism to establish realistic and sustainable goals. The strategy has identified the means to achieve these goals, establishing as it does processes for the implementation of action plans which seek to attain the planned outcomes for the Northern Rivers economy.

The Strategy has the potential to expose the region in the best possible light to a wider audience both within Australia and overseas. It contains a vision for the future, which highlights, builds upon and promotes the Region's unique qualities and is attractive for potential business investors.

The strategy provides answers to three questions:

- What is the current state of Northern Rivers economy - what are its current prospects, strengths and constraints?
- Where would the Northern Rivers like to be and when - what sort of future does the regional community seek?
- How does the Northern Rivers achieve that future - what sort of actions need to be put in place?

1.2 What is NOREDO?

NOREDO is the Northern Rivers Economic Development Organisation, a group comprised of broad representation from the community set up to facilitate the economic development of the Northern Rivers. It is incorporated under the Associations Incorporations Act, 1984. NOREDO also acts as the Area Consultative Committee to the Department of Employment, Education and Training (DEET).

Its prime objective is to foster co-operation within the community to effectively promote and market the Northern Rivers region of NSW for the purpose of increasing employment opportunities and pursuing economically and environmentally sustainable development

opportunities and to work with, complement and provide a forum for co-operation and co-ordination for regional organisations involved in such activities.

NOREDO arose out of a task force which commenced its operation late in 1993. A steering committee was established at that time to access assistance which became available under the Federal Regional Development Program. NOREDO was formally announced by the Deputy Prime Minister on 15 December 1994 and has been allocated up to \$237,500 over three years to support its organisational operations. NOREDO has also been allocated up to \$80,000 by the Commonwealth to develop its economic development strategy.

In October, 1994, the NOREDO Chairperson was appointed by the Employment and Training Minister as Chair of the Area Consultative Committee (ACC) for the Northern Rivers region of NSW. Subsequently, arrangements were made to have the full NOREDO Committee become the Northern Rivers ACC.

NOREDO has received assistance from the Commonwealth Regional Development Program to provide guidance and to co-ordinate the leadership considered necessary for the Northern Rivers region to create an appropriate environment to underpin sustainable economic development.

NOREDO's membership contains representation from the three tiers of government, employer and union bodies, commerce and farming interests, and social development and training providers, as well as representation from Federal and State agencies. NOREDO is apolitical in its deliberations.

1.3 Development of the Draft Strategy

1.3.1 Regional Consultation

Extensive consultation has taken place throughout the region to ensure that the Northern Rivers strategy is underpinned with a comprehensive, local information base. This process also ensures the active involvement and commitment of Northern Rivers people to the strategy. NOREDO has drawn upon the knowledge of local groups, industries, workforce and institutions to develop a platform for the Northern Rivers strategy. The process of consultation for the strategic direction of the region will be ongoing.

1.3.2 Audit of Existing Regional Planning Documentation

Obtaining a very clear picture of the Northern Rivers' capability to drive the strategy towards the vision was the second essential step in the process. A number of ongoing sectoral strategies and various reports from development organisations, such as in the forest, export and tourism industries, have been reviewed and incorporated into the NOREDO strategy. Regional development strategies from around Australia and other relevant literature were also reviewed, with key findings evaluated and included where appropriate into the strategy document.

The document recognises the inevitable resource restrictions which do not allow the full range of desired programs to be commenced. Therefore, it seeks to identify areas which both underpin and will drive economic development priorities.

In highlighting the regional capabilities, particular attention has been paid to developing projects where interests coincide. The impact of any investment in regional infrastructure will therefore be enhanced by targeting the expenditure to achieve greatest benefit across a range of community supported projects.

1.3.3 Continuing Consultation Process

The process of consultation will be ongoing and the following strategy has been determined:

- a) NOREDO meetings will continue to be held in all major towns and cities within the region on a rotational basis. At these meetings, community leaders will continue to be invited to be present and to consult with NOREDO.
- b) A series of strategy document launches in the three river valleys is planned at which the strategy will be exposed to the wider community. *at the Brunswick!*
- c) Visits are planned to each of the local government areas covered by NOREDO at which local government, commerce, and organisations represented on NOREDO and the wider community will be consulted.



2. THE NORTHERN RIVERS VISION FOR ECONOMIC DEVELOPMENT

Historically, the economic development of the Northern Rivers region has been based on significant primary industries, both extractive and agricultural. The region's rainfall, temperature and sunshine, soils, history and skills have combined to enable it to grow a multitude of sub-tropical and temperate climate produce. Its natural beauty, including its wilderness areas, beaches and rivers all in close proximity, and its temperate climate and lifestyle attracting rapid population growth, are conducive to tourism and a range of multimedia activities that show off the region's rich resources and assets.

Primary industries have formed and will continue to form the backbone of the regional economy. Over the last decade, a growing service sector centred on tourism and value added services has diversified this economy. Emerging as part of these developments and the rich diversity of lifestyles in the region are the cultural industries in the performing, visual and aesthetic arts. These gain strength from and give life to the regional capabilities and are an integral part of the region's future vision.

Northern Rivers adjoins South East Queensland, the two regions representing the fastest growing areas in Australia. No slow-down in this growth is anticipated in the years through to the turn of the century. The artificiality of the state border running through the middle of this combined area poses a number of challenges to the Northern Rivers region. On the one hand, there are many problems caused by incompatible and competing laws and regulations. On the other hand, there are many opportunities for the Northern Rivers region to increase its economic and employment base by utilising the total resources of the combined regions. NOREDO is in a unique position to lead the region in overcoming these problems and taking up the opportunities.

In its dual role as an Area Consultative Committee (ACC) and a Regional Economic Development Organisation, NOREDO has connections with REDOs, emerging REDOs and ACCs in adjoining areas in South East Queensland, the Northern Tablelands and the Mid North Coast which can facilitate co-operation and discussion.

The key for the achievement of economic development is sustainability.

ESD?

Sustainability is the coincident achievement of economic, environmental and social balance, to which the most obvious impediment is the perceived conflict between economic development and environmental protection.

Development which ^{*trees*} maintains, and preferably enhances, the existing natural resource stock, particularly water and soil quality, is sought. The strategy seeks to establish this as the aspiration for economic development in the Northern Rivers by creating a cycle where continual investment in environmental amenity leads to economic development which leads to further investment and growth.

The vision for the Northern Rivers is to expand its inherited attributes and develop new capabilities, against the backdrop of the global economy, and to expand its commercial development taking account of the cultural, environmental and economic constraints. This approach is exemplified by the eco-tourism and agro-forestry projects in the regional plan which call for significant environmental expenditures to obtain direct economic rewards. ✓

Pluralism in cultural development is a chief aim of the strategy where cultural diversity forms the basis for a vibrant artistic community which facilitates the extension of export performance from the region and development of the tourism industry.

People will be attracted to the region because of its diverse and unique culture, environment and agricultural base. Its mix of 'clean green' produce will be of such diversity, quality and international renown as to entice people from Australia and overseas to sample the region's agricultural products and the lifestyle which the Northern Rivers has to offer.

Northern Rivers will boast a sustainable and commercially viable forest industry, with a keen focus on the export market, that will be a model for other forest-based communities around the world to emulate. It will maintain heritage areas of biodiverse and ecological significance. It will demonstrate what can be achieved in balancing the objectives of competitive economic development and successfully managing and maintaining its old growth forests. *biodiversity*

Northern Rivers will become internationally known as a specialist region in the growing, downstream processing and exporting of a large range of integrated products using 'clean green' processes and production methods, high quality service provision and information technology.

Northern Rivers will become a leader in value-adding with a focus on niche markets in agriculture, horticulture, forest products, organic production methods and animal industries.

Part of the value-adding process will involve the region's ability to display the unique natural beauty and the skills and talents of its people through specialised tourism packages, music festivals, craft fairs and through expo, film, video and other multimedia avenues. Unique holiday packages targeted to specific markets will become a key regional industry.

The region's roads, airports, telecommunications, the Port of Yamba, the University and other hard and soft infrastructure will be developed strategically and integrated so as to support and extend the sustainable development of its resources, business and the skills of its people.

The Northern Rivers will enhance and diversify its economic base and export capacity, to support the NOREDO vision, by having a research and information provision capacity which is able to provide accurately and swiftly the data required by regional businesses and organisations.

A basic framework of industrial and environmental agreements will be negotiated to ensure that business investors and environmentalists are informed about where and how business development can occur. This will forestall much of the conflict which presently arises during applications for and establishment of regional businesses.

Best practice in all activities will be a crucial plank in the vision for the Northern Rivers. NOREDO will accelerate the introduction and dissemination of a new workplace culture based upon ongoing investigation and learning experiences that ensure best industry practices are uncovered, adopted and implemented. Initially, best practice focus will be on small and micro businesses.

Quality and service for our customers will be second to none.

In its capacity as the Northern Rivers ACC, NOREDO will provide strategic labour market advice to DEET so that the Department may better deliver its services and programs to its clients. It will strive to increase employment, reduce unemployment and raise the skills levels of the region's workforce.

Yet all this development will be undertaken in an environmentally sustainable manner.



3. OVERVIEW OF THE NORTHERN RIVERS REGION

The Northern Rivers economic development strategy assesses the region's skills, infrastructure, settlement and land use patterns, natural and economic resources, business enterprise capacities, institutional, technological and alliance capabilities in the light of its stated vision for the region. The strategy process has found that all the ingredients for achievement of the vision are in place and simply require greater co-ordination and some external funding to bring key projects to fruition.

Extending from Latitude 28° 10' S (Tweed Heads) to Latitude 30° 20' S (the Southwest corner of Nymboida Shire), the Northern Rivers Region consists of 12 local government areas. These are: Tweed Shire, Byron Shire, Ballina Shire, Lismore City, Kyogle Shire, Casino Municipality, Richmond River Shire, Maclean Shire, Ulmarra Shire, Copmanhurst Shire, Grafton City and Nymboida Shire. The Region is divided by three major rivers, the Tweed, the Richmond and the Clarence (See Fig 1).

The Region constitutes 2.6 % of NSW. Its subtropical climate, excellent soil, and spectacular natural environment consisting of a long coastal strip, rivers, forests, rolling hills, and rich plains makes it a highly desirable place to live. These factors have contributed to a substantial increase in population primarily through immigration over the past few years. The Region has a high proportion of young families, retired people and unemployed. It is expected that the population of the Region, which was approximately 224,000 persons in 1991, will increase by some 60% in the next 25 years. The Region has myriad rural and coastal townships as well as national parks and nature reserves.

Economically the Northern Rivers has a diverse agricultural base, a fishing/aquaculture industry, a tourist industry, and many small businesses rather than large manufacturing industries. The region has a high proportion of workers in agriculture and trade, and a low proportion in manufacturing and business services, compared to the NSW average. Northern Rivers has a higher proportion of workers in the occupations of managers, sales and personal service workers and labourers compared to the NSW average. There are lower proportions of workers in professional and clerical occupations.

Manufacturing in the region accounted for only 1.2% of the State's Gross Domestic Product (GDP) while agriculture accounted for 4.7% of NSW GDP. According to the Australian Bureau of Statistics (ABS) Business Register, there were 14,092 business locations operating in the region in August 1992. Of these, 13,611 or 97% had fewer than 20 employees. The industry sectors with large numbers of locations recorded were agriculture (41% of all locations) and retail trade (13% of all locations).

However, considerable potential has been identified for a number of value added agricultural industries, forestry and boutique timbers, aged care and servicing, and tertiary education and export education.

In summary, Northern Rivers has a number of advantages in its location, its climate, its strong resource base, and diverse population. It also benefits from transport links to SE Queensland and south to Sydney, adequate water, educational facilities, extensive support organisations, and excellent sporting and leisure facilities.

3.1 Land Use and Settlement Features

Settlement in the Northern Rivers region is composed of inland cities built around the agricultural heritage of the region and rapidly growing coastal towns fuelled by tourist and retirement developments.

Various conflicts have arisen in the recent past over the use of land, particularly the use of prime agricultural land for urban development and agricultural practices in close proximity to urban development. There are numerous examples of environmental and cultural conflicts, such as the Iron Gates development at Evans Head and Club Med at Byron Bay. Land use planning, conflict resolution and preliminary development agreements can help avert conflict in these areas.

NOREDO has identified agreement over land use within the region as an absolute priority project.

3.2 Cultural and Artistic Aspects

The Northern Rivers is renowned for its relaxed lifestyle and pluralism of culture which give rise to a creative climate across a broad spectrum of artistic and cultural endeavours. This has evolved as a distinct regional culture, the traditional agriculture community having absorbed the alternative lifestyles beginning at the time the Aquarius Festival in the 1970's.

There is a rich diversity of cultural activity in the Northern Rivers community with a thriving popular artist community supported by the programs at Southern Cross University in popular music and the activities of the Conservatorium of Music. An example of the development of North Coast music are the Dolphin awards which are the only regional contemporary music awards in Australia. Woodworking, wood sculptures and painting are some of the other renowned activities on the Northern Rivers.

Whilst there is a large pool of artistic and creative talent, there is little opportunity for the presentation of work other than through poorly funded regional organisations. Artists have to travel to major centres to promote their work which is partly a result of the inadequacy of venues and local opportunities.

Visual and performing arts attract tourists to the region as well as adding to the richness of the regional culture for its residents.

3.3 Indigenous Culture & Issues

The Coffs Harbour Region of the Aboriginal and Torres Strait Islander Commission (ATSIC) extends from Tweed Heads to the Central Coast of NSW. Its Aboriginal and Torres Strait Islander population is 15,876 (according to 1991 census figures), making it the region with the third highest indigenous population behind Sydney and Brisbane. A significant proportion of this population resides within the Northern Rivers area.

The Northern Eastern Indigenous Regional Council is responsible for implementation of programs in this region and aims to assist Aboriginal communities to develop their economic and social status across a number of areas including employment, education,

housing, environmental health and all aspects of Aboriginal culture by utilising the resources of government agencies, the wider community and ATSIC.

As a starting point in meeting the many needs of the indigenous population, the Council is concentrating on an educational theme to empower community administrators and directors of organisations. The education program will involve labour market program awareness campaigns, and workshops in the areas of community development, business development and regional development.

3.4 The Border Issue

The Northern Rivers has long suffered a sense of isolation and frustration being governed by Sydney but being more economically attached to South East Queensland. The key aims of developing significant export industries for agribusiness activities and inbound tourism both rely on improving the transport and other connections of the region to the outside world. At present access is mainly by inadequate road transport via the Pacific Highway and regional roads such as the Summerland Way. Investment and upgrading of airports has allowed an increase of air transport but the majority of regional airports still have a light plane capacity. Accessibility into the region and within the region is still difficult because of inadequate transport and road access, particularly to the western areas of the region where many eco-tourism destinations are found.

The proximity of the South East Queensland conurbation provides a threat and an opportunity for the region providing both competition and pressure for development while also providing transport infrastructure, potential investment and markets. By improving linkages with South East Queensland, the Northern Rivers can improve the penetration of exports to Queensland and provide the means for exports of a range of products either through the Port of Brisbane or the Brisbane International Airport.

3.5 Key Resources

The chief resources which the region possess are its natural resources and its people. The natural resources are self evident with a sub-tropical climate, excellent soils, eucalyptus forests, Australia's best beaches, World Heritage rain forests - generally underdeveloped landscape, plentiful water supplies and scenic countryside. These resources are key to the agricultural, tourism and forestry aspects of the strategy.

Sustainability of such resources, particularly water, is an issue which the region sees as paramount to the regional image of a 'clean and green', pristine regional environment.

Other issues which the region must address are the preservation and enhancement of resource assets such as old growth forests, sand dunes, and further urban development vis a vis areas of environmental significance.

A major need is the encouragement of the population to understand the need for a balance between the essential maintenance of the environment and the need for managed development to provide for their future needs.

The resources of the region are apparently plentiful but there are significant threats to their sustainability. Many organisations are attempting to preserve the region's natural heritage. NOREDO aims to co-ordinate these efforts, given its broad-based membership, its access to governments, and its non-aligned stance.

3.6 Key Business Enterprise Activity

The Northern Rivers business sector is dominated by micro, small and medium enterprises (SMEs). These establishments suffer from all the problems usually associated with small enterprises, primarily insufficient capital and information. The large businesses in the region are value-adding to the basic resources (Norco Co-operative in dairy production, the Sugar Co-operative, and Boral in forestry products). Development in the region must seek to increase the levels of value-adding and the performance of the small enterprise sector.

Research indicates that success in small business and the ability to rapidly expand a business are directly related to the training and management education which the small business owner undertakes.

Opening up new industries and attempting to construct clusters around central industries facilitates growth and success at a sectoral level. Clustering and the utilisation of networks have proven successful in other regions of the world such as Emiglio-Romagna in Italy and Baden-Wurtenburg in Germany. Developing industry in such a fashion links well with Federal Government initiatives such as the AusIndustry network brokers.

3.7 Skills, Education and Training

The region readily adopts the precept that Australia should be the clever country and must invest significant expenditures in training, education and skills formation. Life-long education, responsiveness, quality and willingness to adapt are the keys to success in a globalising world.

Of more importance than general education is the development of the appropriate skill levels to meet the aims of this strategy. Economic development is built on the skills and commitment of the people. Such skills are needed for and are derived from the industries discussed in the strategy. Many courses will be skills based as in the tourism, forestry and agricultural industries where the needs of workers in these expanding sectors are predominantly met by TAFE and labour market programs. TAFE in the Northern Rivers has recently undergone a substantial upgrading and is set to play an integral role in the development of the region's skills base.

The other institution in the region is Southern Cross University whose regional focus is recognised as a key component of its strategic plan. The University is another cornerstone of the regional strategy providing support in whatever way is appropriate ranging from research to the maintenance of a highly skilled regional resource. Tertiary education must be developed to meet the needs of the region's high tech and manufacturing industries.

Recognising the realities of the global economy and the integral importance of technology development in this process, technological skills are a small but rapidly developing competency for the Northern Rivers. One key platform of the strategy is an increase in the

pace and diffusion of technological skills and literacy. The major players in this process will be the established education institutions supported by private information providers.

In supporting the regional education sector, the critical factor is the stable development of these institutions through their developmental stage. It must be emphasised to governments that institutions incur higher costs during establishment phases.

NOREDO strongly supports the establishment of a research and training centre to provide data and programs that can help direct the regional strategy's implementation.

3.8 Infrastructure

Infrastructure in the Northern Rivers region is generally in a poor state with little extension and repair work being conducted despite rapid population growth. Infrastructure is a catch-all term to describe the basic man-made economic assets which facilitate economic development. In this respect the levels of infrastructure are never sufficient especially in a region whose development is relatively recent and rapid. Transport and information infrastructure are the key areas of concern and both are in a position of inadequate investment.

The chief areas of investment sought by the region are the development of road infrastructure, specifically the Summerland Way, and the development of a regional information network. NOREDO also seeks the development of the Broadwater Bridge to facilitate the development of the sugar industry, upgrading of the Pacific Highway, and the further development of the Port of Yamba. These all provide basic facilities which are in dire need of further investment.

Long-term planning for future needs will require reviewing the feasibility of constructing a 'missing link' of railway between Murwillumbah and Robina.

3.9 Support from Other Organisations

Support for the regional strategy comes from all the major departments, instrumentalities and local government within the region. Equally important is the support of its educational institutions and community groups. The breadth of NOREDO ensures there is a commitment for such support for regional development programs. The strategy itself provides a focal point for the better co-ordination of the region's resources, mainly through the co-ordination between already established and efficiently operating programs of the various instrumentalities and organisations.

The very process of enunciating a vision for economic development and seeking to involve the community in commentary and progressive refinement of the strategy will go a long way to ensuring support. As long as a clear vision is developed and broadly accepted in the region, other organisations will seek to develop their own plans in such a way to be sympathetic to the vision.

3.10 Key Strategic Alliances

Many organisations exist in the Northern Rivers which provide the basis for a regional networking capability. The membership of NOREDO is a prime example of divergent interests coming together to seek to achieve common solutions to a broad range of problems experienced in the region.



4. KEY DEVELOPMENT AREAS

The vision for Northern Rivers is founded on the region's very solid existing capabilities. To successfully pursue its vision to the fullest extent, the region needs to enhance the best practice effectiveness of its capabilities to help create an economic environment conducive to growing sustainable business enterprise investment.

The following development areas have, through research and consultation, been highlighted as key areas for the Northern Rivers that need to be addressed either by the region itself or, with the assistance of government, the private sector or non-government sources outside the region.

4.1 Skill Development

The region's people resources are a key to all its economic activities. The regional vision includes considerable further development of the regional skills base as the industrial development envisaged for the regional strategy becomes a reality. The region has sufficient capacity, through its educational institutions, to ensure the skills required are delivered, provided the funding framework for educational institutions is maintained.

To date, the extensive community consultation undertaken by NOREDO as part of the strategy development process has indicated some fundamental gaps in the region's capacity to facilitate sustainable economic development. The skills gaps extend through to many technical areas of tertiary education and are largely of a skills base nature.

In order to clarify and quantify regional skills shortfalls, the Department of Training and Education Co-ordination (formerly BVET) is undertaking a study in conjunction with NOREDO to assess the skills gaps which already exist in the region and the ability of the region to meet certain skill outcomes.

Unemployment is currently running at 12.8% for the region and significant pockets of greater unemployment are evident in some areas. A large number of these people are long term unemployed and need retraining.

In some areas there appears to be an oversupply of skilled labour, particularly in the professions and trades, as reflected by the cheap prices charged for trades related and professional work. It would be validly argued that these groups faced with unemployment or underemployment have migrated to the secondary labour market and displaced those who would normally occupy these jobs.

In this respect skills development must be balanced against the fact that there is insufficient economic activity to create jobs resulting in a lack of prospect of reducing unemployment. Growth in the value-added sectors will take skilled people out of the secondary labour market so that those who are currently unemployed can fill these positions. As the development of the region proceeds and the new industries mentioned in the strategy emerge then skill gaps will emerge. Some of these gaps may have to be filled by recruitment outside the region until local skills are updated.

The extent to which these are filled by immigration to the Northern Rivers or as locally developed skills will depend on the ability of the education and training institutions to tailor their programs to meet the needs of the strategy.

Another method involves directly addressing the current problem of unemployment and particularly long-term unemployment. The unacceptable level of unemployment in the region must be recognised as a major inhibitor to overall development. The community, with leadership from NOREDO in its capacity as DEET's Area Consultative Committee, must embrace the principles described in the Working Nation document and support DEET in its efforts to implement them. It needs to communicate the problem to the community and work with it to find solutions.

The formation of ACCs provides an unprecedented opportunity to influence government programs and policy and should not only be seized upon, but recognised as a regionalisation model for influencing the activities of other government departments.

It was noted that there is a significant group of regional residents who are national and international business 'high flyers' or 'innovative immigrants'. Their expertise should be tapped by encouraging them to conduct seminars and meetings and develop coursework. These people can also be utilised in providing mentoring and leadership roles in the community to increase motivation and actively pursue role models.

Business, local government, and State and Federal Government departments and agencies should be more proactive in adopting best practice principles.

Human resources management is deserving of more recognition for the positive impact it has on business in the areas of personnel and industrial relations, enterprise bargaining, bench marking, and Total Quality Management. It is suggested that a Chapter of the Human Resources Institute might be established in the region to lift the profile of the profession.

4.2 Manufacturing

The Northern Rivers has a small manufacturing base compared to the NSW average which is confined mainly to service roles for the established industries in agriculture and forestry. Whilst the economic structure of the region has assigned to manufacturing a lesser role in economic development, the importance of a manufacturing sector cannot be overlooked. There are many examples of small and medium sized enterprises (SMEs) who have been successful in producing manufactured goods in the Northern Rivers, some for export.

In identifying development opportunities for the manufacturing sector, the most useful exercise would be an analysis of the economic structure of the region and importation of manufactured goods. Import replacement can be the most successful and least costly strategy for development of the manufacturing sector. It is also important to nurture existing manufacturing's service to larger sectoral endeavours.

4.3 Retirement

The NSW Office on Ageing has joined with the Northern Rivers Regional Development Board to do a pilot study on the retirement industry in the region. This study has just begun and it is clear that, while there is much research to be done, there are some opportunities to be taken up. These are summarised in the following table.

Project	Infrastructure Required	Employment Potential	Export/Import Replacement Potential	Control of Outcome
1. Specialised housing including for those with disabled dependant at various cost levels (currently inadequate)	<ul style="list-style-type: none"> • Medical services • Transport • Respite care • Advisory service re access choice • Social order issues 	Good but not yet quantifiable	<ul style="list-style-type: none"> • Possible sale of products outside region • Attract visitors 	<ul style="list-style-type: none"> • Control in provider's hands
2. Special tourism products (currently some but considerable potential)	<ul style="list-style-type: none"> • Same requirements as general tourism • Plus special facilities for aged • Social order issues 	Good but not yet quantifiable	<ul style="list-style-type: none"> • Possible attraction of overseas, interstate etc. tourists (eg Saga Tours) 	<ul style="list-style-type: none"> • Control with tourism industry • NRRDB Tourism Committee could influence
3. Education and culture (currently some)	<ul style="list-style-type: none"> • Use of existing facilities esp. in SCU/TAFE down time • Transport • Venues for cultural activities 	Good but not yet quantifiable	<ul style="list-style-type: none"> • Possible sale of products outside region • Attract visitors 	<ul style="list-style-type: none"> • Control in provider's hands
4. Health services - more medical specialists; manufacturing of health-related products; research into aged health needs (currently inadequate)	<ul style="list-style-type: none"> • Hospitals to provide levels of equipment/facilities required by specialists • Factory requirements for product manufacture • Education (SCU) to establish research infrastructure 	Good but not yet quantifiable	<ul style="list-style-type: none"> • Export/import replacement of product • Provision of specialist services to outsiders • Sale of research results 	<ul style="list-style-type: none"> • AMA/Health Services • Industry • SCU
5. Utilise aged persons' skills - mentoring (currently not used)	NIL	Potential for more efficient businesses to increase employment	<ul style="list-style-type: none"> • Services to Pacific area • Replace outside consultants 	<ul style="list-style-type: none"> • Business Enterprise Centres • Chamber of Manufactures etc.

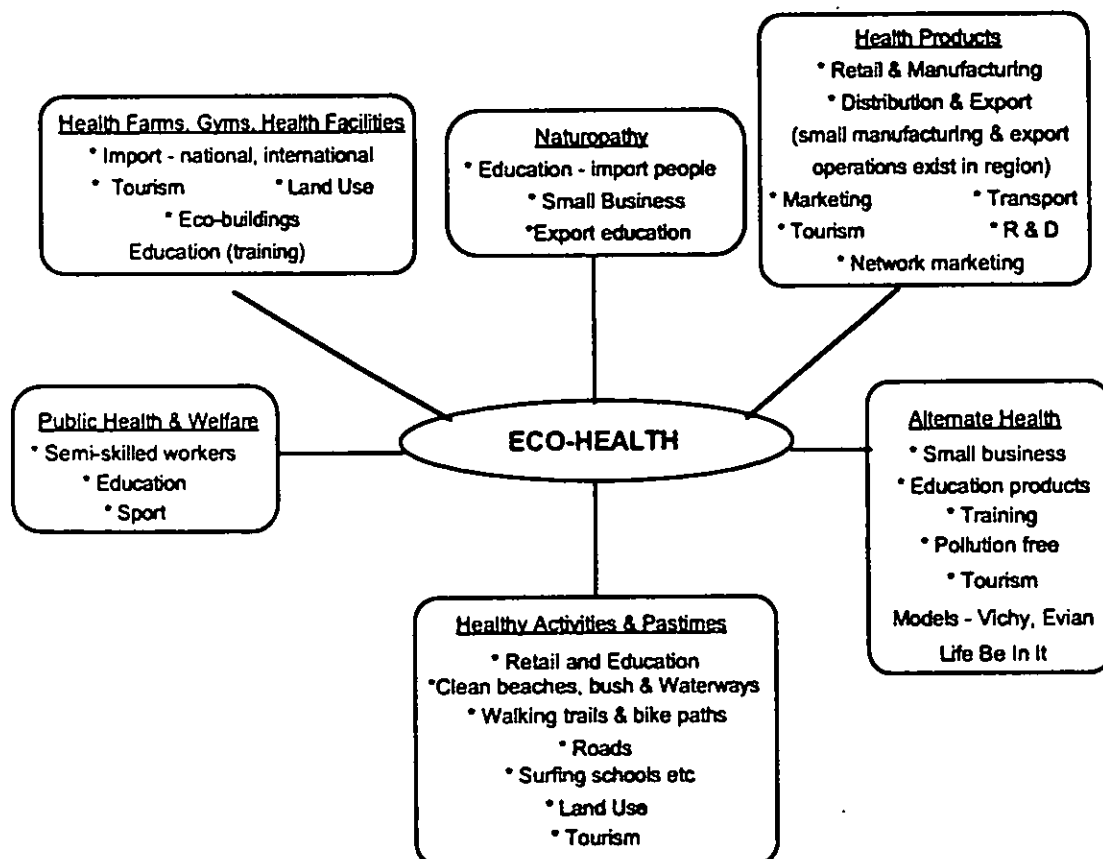
4.4 Eco-Health

The 1990-1995 Regional Health Plan has three major platforms: the ageing population, the paucity of capital works funding, and a focus on health rather than illness. The latter point is the greatest opportunity for the region, if there is a co-ordinated approach to management, marketing and education of the various eco-health services and products suggested.

There is a base of local producers already exporting health products whose experience could be tapped and on which could be developed a more co-ordinated industry.

Models exist elsewhere for a strategic approach to health products such as at Vichy and Evian in France where people are visiting not only to 'take the water' but to attend the many sporting and cultural events organised. Thus there is a co-ordinated approach between tourism, culture and the mineral springs water industry. As the 2000 Olympics approaches health and fitness will be increasingly in people's minds and the healthy living perspective, including leisure, could be used to attract visitors to the region.

The following diagram attempts to show the different Eco-Health opportunities available.



4.5 Key Agriculture Industries

4.5.1 Forestry

The development of forestry and related resources is a key aspect of the regional development strategy as forestry and related products form the backbone of the industrial development proposals in this document. In addition the multi-use of forest products and the need to develop to extensive plantation reserves proposed in this document parallel the national forestry policy.

The Northern Rivers is ideally placed to develop an internationally competitive and exemplary forestry industry having the right climate, basic infrastructure and work force in place and a desire to make the full use of the region's resources. The pivotal role of forestry is to ensure a viable industry, to address the issues of water quality degradation, *fauna*, management of forests (including preservation of old growth forests), and to promote the eco-tourism objectives of the strategy.

Forestry is another key area where a major strategic planning exercise is under way with the involvement of many stakeholders including the forestry industry, the community and environmental groups. Major needs are: to develop transport infrastructure for intra- and inter-regional transport and significant amounts of research and development into the growth of plantation forest for resource use. The involvement of governments in providing resource security and access will be vital.

Besides the purely economic pay backs of the forestry industry in terms of jobs, direct investment and export potential, the industry can also generate significant external benefits for the nation. The preservation of the region's old growth forests and the establishment of plantations can provide a new major carbon soak which can improve the nation's extremely poor performance on Greenhouse gases (against internationally agreed standards). The development of such expertise in the region can in itself form the basis of a new industry in providing technological transfer and export incomes for countries wishing to develop the same capability.

Work is already under way to develop a sustainable forestry industry in the Northern Rivers. Task Force 2000 is an advisory group to State Forests and the Northern Rivers Regional Development Board. It comprises growers, industry representatives, environmentalists and representatives from government and Southern Cross University. The vision adopted by Task Force 2000 is:

Maintenance, growth and development of a sustainable commercial integrated forestry industry for the North Coast.

The Mission revolves around the Task Force being the focal point for identifying key opportunities, developing overall strategies, having an effective communications role, identifying existing potential resources, and having a market vision. The Task Force has developed four major strategies for the industry:

- Open and clear communications
- A marketing vision shared by community, government and stakeholders
- Establishment and maintenance of systems and resources
- Research and innovation

Research projects currently under way or recently completed are in the areas of resource assessment, and the development of a medium density fibreboard plant.

To date, basic resourcing for these projects has been through NRRDB and the NSW Department of Business and Regional Development. The communication, consultation and marketing strategies for these projects are now being addressed.

Craft industry use of timber, and the value-adding culture generally, would create jobs. Competition from other regions in any of the above activities will need to be examined.

In relation to electricity co-generation, Task Force 2000 is examining the feasibility of 100,000, 200,000, and 300,000 tonne inputs, which would involve all residues from the flooring and veneer plants.

The Task Force plans the establishment of plantations at the rate of 2,000-3,000 ha pa from 1996 and by 2000 there will be approximately 15,000 ha of plantations, for which the Task Force is looking for private investment. An estimated workforce of 30-40 would be needed for plantation establishment. *by whom?*

In order to support the export of timber products, the most vital infrastructure is the upgrade of roads and/or rail to Brisbane.

In other countries, approximately 80% of forestry land is privately owned. Australia will likely follow this trend and there needs to be a mechanism in place to guarantee the forest resource from these lands when it is needed. *7*

From a conservation viewpoint, the agreed Regional agenda was desirable in that it encompassed implementation of a large scale plantation strategy, a comprehensive reserve system and strategies for old growth areas. Better managed forests should result.

Southern Cross University is well advanced with the development of a Forestry program within its Faculty of Resource Science and Management.

7 NOREDO itself has already initiated a formal process to pursue conflict resolution in forest issues, and is planning similar initiatives in other areas of development and environmental conflict within the region.

4.5.2 Agribusiness

Agribusiness covers a broad range of activities ranging from value added manufacturing in the dairy industry to high tech horticulture, nurseries and alternative farming techniques. Major, minor and potential agribusiness refers to a wide range of agricultural and aquatic produce as well as value added industries resulting from the region's agricultural base. The region's capabilities in diverse activities and value added activities relates well to the Federal Government's processed foods strategy which takes advantage of the burgeoning Asian market for processed foods.

Major agribusinesses include dairy, beef, sugar, macadamias, tea tree oil, kiwi fruit, passionfruit, wholesale nurseries, piggeries, nuts, chickens, cooking oils, bananas, wild and managed fisheries, avocados. Minor agribusinesses include stone fruit, citrus fruit, tropical

fruit, tea, coffee, herbs, pecans, prawns, oysters, aloe vera, cut flowers, market gardens, small crops, and horses. Potential agribusiness includes aquaculture, 'organic everything', tourism inspection and home stays, regional market for produce including organic produce; further processing of milk products and fruits, abattoir by-products, essential oils, sugar to produce alcohol and other products, and organic soy beans.

These businesses service largely domestic markets in Australia with some notable exceptions being the rapidly growing export industries such as tea tree and macadamias.

The needs of each of these industries are significantly different with the possible exception of transport and communications infrastructure. For example, the horticulture industry requires swift and efficient access to markets particularly overseas, by air transport. In order to make this viable, there must also be storage and packing facilities available for post harvest handling. In comparison the beef and sugar markets are bulk suppliers and do not have the same time requirements but do need bulk handling facilities.

Agriculture, horticulture and a broad range of other primary production are well established in the Northern Rivers with a well developed cluster of support industries. Environmentally sensitive operations, such as those with organic certification, will have a marketing advantage. Further value-adding operations such as the already established dairy, meat and oil processing capabilities must be expanded wherever possible. In facilitating this growth, infrastructure developments and skills enhancement play significant roles.

A number of issues are relevant to the success of agribusiness in the region.

- Sugar Industry

The Broadwater Bridge is important infrastructure for the industry and would substantially decrease sugar production costs, reduce the import of raw product from Queensland and achieve a substantial net increase in jobs. The port of Yamba is important to export from the region. Further processing of sugar into alcohol and other products may be more beneficial to the region rather than exporting elsewhere for value-adding.

- Availability of Land

This is a common issue across many contexts and there have been conflicts in the past over land usage. There is need for an overall regional land use strategy.

- Availability of Water

Water resources and water quality are becoming increasingly important. Population increase, acid run off, and industry uses such as in aquaculture are all issues. There is a need for a regional water use strategy.

- Transport

Transport, particularly heavy vehicles transport, is crucial to agribusiness. Upgrading is needed for regional roads, the Summerland Way, and rail and port facilities, particularly the Port of Yamba. The Billinudgel-Chinderah motorway proposal would facilitate freight transport of goods. Construction of a bridge at Broadwater would increase raw sugar product substantially.

- **Technical Assistance**

Continuing support is needed from Departments of Agriculture, other government agencies and private facilities in such areas as improving species, increasing yields, and controlling pests and diseases. Three research facilities and a Faculty of Resource Science at Southern Cross University are located in the region.

- **Processing Plants**

Government assistance, by means of tax incentives for example, is essential in establishing and operating processing plants. Such operations will value-add to the region's primary products, create jobs, and increase demand for farm produce.

The Northern Rivers has a large and well established horticultural sector which currently has no commercial outlet for its processing grade fruit, much of which goes to waste. This is available in large enough quantities to support a variety of small scale food processing enterprises. A business incubator project in the region may allow small enterprises the facilities and support to make the transition from local marketing to mainstream marketing.

- **Collaboration**

Strengthening of ties between the agricultural and manufacturing sectors would facilitate value added industries.

Agriculture particularly environmentally friendly agriculture forms an integral part of the vision for the Northern Rivers. It will have to increase international exports in the region's beef, dairy, sugar, timber and horticulture agribusiness sectors by more than 50% by the year 2005. A number of strategies have been proposed to establish marketing mechanisms for Northern Rivers Agribusiness output, obtain orders, produce the best quality output, value add to basic product where appropriate, invest in expanding capacity where necessary, deliver output in a timely and cost effective manner and ensure customer follow-up in terms of satisfaction with the final product.

The key priorities in this area is improvement of transport infrastructure, improved land use planning, dissemination of information, and an agribusiness incubator proposal.

4.6 The Environment

Ecologically sustainable development is the cornerstone of the strategy for development in the Northern Rivers region. This recognises the high level of community concern about environmental issues in the region, and community aspirations for preservation and enhancement of our unique natural assets.

Environmental sensitivity underpins and empowers many of the strategy's proposals particularly in the areas of ecotourism, forestry, and agribusiness development, and will be made possible through an enhanced knowledge base provided by the proposed joint NOREDO/Department of Planning Regional Land Use Study. Access to a sound information base is seen as critical in resolving competing demands for development and conservation of natural resources. Further, substantial measures to enhance environmental quality are seen as necessary to balance the impacts of ongoing industrial activity.

It is expected that measures to preserve and enhance the environment will lead directly and indirectly to new industry and employment opportunities. These opportunities will be identified and quantified through the development of a Regional Environmental Strategy as required under the guidelines of the Regional Environmental Employment Projects (REEP) sub-program of the Department of Employment, Education and Training's New Work Opportunities Program.

Timber plantation development and ecotourism are two priority areas for NOREDO support, along with industries studied on a national basis by the joint ACF/ACTU Green Jobs Unit such as recycling, waste management and use of renewable energy sources. REEP resources will be combined with those from the community, business and other Commonwealth, State and local government programs to kickstart and/or further develop such industries. NOREDO will work towards facilitating appropriate program arrangement and linkages to enable expanded project based and industrial activity in identified priority areas.

A search conference involving all regional stakeholders has been held to commence the process of identifying the environmental priorities in

- * combating the various forms of environmental degradation currently present, and
- * fostering the development of commercially driven environment industries.

This is the first step in the process of developing a Regional Environmental Strategy which will guide a moderate and proactive 'green' agenda for the region.

It is expected that such an agenda will be taken up by all players including the development community, and resolve most current conservation and development disputes. It is recognised that the social and cultural environment, as well as the physical environment of the region, lead to a competitive advantage for sunrise, high tech, and green industries and that an emphasis on ESD not only accords with community aspirations, but will be an invaluable regional marketing tool.

Examples of environmental demonstration programs planned in the region are the restoration of a small hydroelectric power station at Mullumbimby, the Nymboida canoe course, and the establishment of rainforest botanical gardens near Lismore.

In summary, in achieving ecologically sustainable development, a balance must be struck between the use and regeneration of natural resources. This will create opportunities in the region for the provision of environmental goods and services, and new industry and employment opportunities. Fostering these opportunities while protecting our existing environmental assets will be the thrust of NOREDO's environmental agenda.

4.7 Tourism

The tourism industry has the potential to be one of the more rapidly growing sectors in the Northern Rivers. This potential will be realised by the implementation of regionally co-ordinated marketing of Northern Rivers tourism products nationally and internationally. Regional authorities and businesses have recognised this considerable potential of the tourism industry and have undertaken development of strategic plans for the eco-tourism and general tourism industries for the Northern Rivers region funded by the Federal Department of Tourism and the NSW Department of Business and Regional Development. The findings of these strategic planning processes will underpin the regional strategy for tourism in developing the specific projects.

To this point the Tourism Strategy has identified the eco-tourism and cultural tourism markets as potential growth sectors. These tourism markets and the commitment to quality in tourism provision align with the general goals espoused in this strategy. Many of the infrastructure developments will support the industry and help it to reach its full potential.

4.8 Infrastructure

The following infrastructure issues have been identified throughout the development of the regional strategy as key to the economic development of the region:

Roads

Improvement of roads in the Northern Rivers has been a long term regional objective to facilitate easy freight access to Queensland and Sydney, increase tourist traffic and assist local business. This objective has not changed with the highest priorities being the Summerland Way and the Broadwater Bridge.

Education and Training

Develop programs in the region to facilitate development as well as finding avenues to export education, increase international students into the region, and link non-award education and training to tourism.

Sea

- Develop the Clarence Port to improve export from the region.
- Improve Brisbane Port facilities.

Airport

There is a need to improve freight and national airline services within the region. Access to an international airport is essential and upgrading of Coolangatta would be most advantageous for Northern Rivers.

Rail Links

- Main Line
- Develop the Murwillumbah-Robina connection.

Accommodation

There is a need to improve tourist and aged care accommodation throughout the region coupled with improved customer service in all areas of enterprise.

Communications

Improved mail service is essential. Also important are good telephone services, MobileNet and access to international databases. Electronic mail is poorly utilised and could also provide a valuable communication link through and outside the region but requires rapid upgrading of old exchanges and sub-standard telephone lines.

Water

The question of water quality, storage capacity and distribution for the rapidly growing population must be considered.

Waste Disposal

Effluent, sewerage and liquid trade waste need to be adequately addressed to safeguard the Region's natural resources vital to many of its products and tourism.

Energy

Co-generation, solar energy, mini hydro-electric schemes and wind will provide environmentally safe and low cost energy source.

Extractive Industries

New materials for roads, buildings and community facilities will need to be provided to meet the development needs of the region. This will require the management of the environment in such a way that these resources can be extracted economically with minimum disturbance of key environmental and fauna attributes.

This will require a community which works co-operatively and a system of management by government and the industries involved which avoids confrontation and excessive costs.

The key priorities in this area are the Summerland Way and the Broadwater sugar bridge. See Section 5 below.

4.9 Business Support Services

A number of key activities would contribute to the enhancement of services to business development in the region.

- Integration and co-ordination of business support services.
- Availability of capital - pool funds, government underwritten business funding schemes.
- Actively promote Total Quality Management and Quality Assurance by adopting best practice in local government, industry, commerce and Regional organisations.
- Planning more co-ordinated business training, on as needs basis, which is more flexible and more targeted.
- Working towards industrial agreements including specific enterprise agreements to ensure best practice.

- Business planning and opportunities, including
 - * Identification of business opportunities with conservative market evaluation
 - * Identification of niche markets
 - * Develop networks and cluster technology - issue of making sure people in the industrial community know what is available locally rather than importing; much under-utilised manufacturing equipment in region
 - * Sub-Regional export strategy - developing an overall Regional export strategy to smooth the way for small companies, with some advice and support
 - * Undertaking a regional audit of prospects for value adding to products
 - * Need for clearly defined, fixed zones for all forms of business development via a land use survey
 - * Working towards greater local government area co-ordination to achieve economies of scale, consistency of planning and development approvals, and a regional approach
 - * Retailing - address planning and location of regional shopping centres; consideration to be given to using existing retail nodes; TQM, best practice in retailing; and allocation of resources for above
 - * Improvement of access to government and overseas tenders.
- Identification of business incentives and disincentives, including
 - * Incentives for business development - tax incentives, incentives for capital investment and expansions, incentives for employing staff, incentives to relocate to the Northern Rivers, and remove disincentives
 - * Impediments to business establishment and development to be removed such as poor road transport, red tape, shortage of skilled employees
 - * Addressing the top ten constraints and top ten attractors identified in the McKinsey report.
- Marketing and promotion activities, including
 - * Market clean, green products and image
 - * Development of a Regional business prospectus together with advisory identities for particular industries
 - * Aggressive promotion of Northern Rivers region as a business area of excellence to the rest of the nation.
 - * Promotion of local products - with labelling 'Made on the Northern Rivers' - development of Regional logo.

4.10 Summary of Regional Capabilities

The capability of the Northern Rivers community in achieving the strategic vision is in the utilisation of the region's people and natural resources to leverage economic development. In the preceding broad overview of the region many of the basic components of rapid economic growth are present but require some key expenditures to fill the gaps and better co-ordinate the existing resources. Further, more rapid development of the skills of the region's population, greater co-ordination of such resources, and investment in infrastructure and natural resources are seen as a method to draw these existing capabilities together and achieve the ambitious goals of the regional strategy. Enhancement of natural assets to progress the general aims of the strategy in agriculture, tourism and education is a central platform for the strategy.



5. KEY PRIORITIES AND ACTION PLANS

In order for the Northern Rivers to attain its vision, a number of key priority areas have been identified through the strategy development process. These key action areas are highlighted below, together with a proposal to address the gap identified.

It is recommended that these proposals be implemented as a matter of priority in the first instance to ensure that some of the key constraints to the region's growth are overcome and that some critical gaps are filled in order that the vision can be realised.

5.1 Skill Enhancement

Particular strategies that the region itself will need to put in place include:

- Increase markedly the levels of access to and skills in utilising technological development particularly the regional information network - goals for technological literacy in the community to be enunciated and targets set for their achievement.
- Recognition in the local community that profit is essential to growth and is really a reward for hard work, dedication and innovation.
- A regional quality program - appreciation of the skills and ideas underlying TQM - appointment of a regional training officer.
- A strong commitment to lifting the skills base of the economy.

Strategies the region will need assistance for include:

- Seed funding for a Regional Information Network (NORLINK)
- Focus of skills development at the small business sector
- Ensuring that optimum use is made of Working Nation programs and funding.
- A regional skills audit of human resources
- Special measures to assist the small business sector and boost entrepreneurialism across the region
- Upgrade the community's appreciation of technology and its role in society - access to and competence in dealing with technology are of prime importance.
- Develop an acceptance amongst the population at all levels of the need to balance development and preserve the environment.
- Undertake research into the skills development area which will yield the best overall outcome for the region.

5.2 Land Availability

Develop and implement a long-term land use strategy identifying all regional

- mining, natural and heritage value resources
- agricultural, animal husbandry, aquaculture and forestry resources and proposed future requirements
- industrial, business and retail resources and proposed future requirements

to guide the planning and development process, minimise approval delays and maximise community acceptance of development proposals which fall within the identified regional requirements.

5.3 Export Enhancement

The Northern Rivers region has had both an historic and contemporary trade link with the Pacific Island Nations. Much of this has centred around trade from the Port of Yamba on the Clarence River but also through the Port of Brisbane.

An export enhancement project is a high priority of NOREDO.

Such a project would contain the following elements:

- A.
 - i) Identification of trade into, out of and through the region to targeted destinations - existing trade and future projections
 - ii) Identification of potential for export opportunities and import replacement for small businesses within the region
 - iii) Identification of strategic alliances and co-operation with key players and agencies to assist the region in growing exports and identifying markets and appropriate marketing arrangements, including a knowledge of approval procedures
 - iv) Education of potential exporters in all aspects of quality control, cross-cultural skills, best practice financial arrangements and obligations
 - v) Accessing export information through NORLINK
 - vi) Identifying new industries
 - vii) Promotion of exports.
- B. Infrastructure feasibility plan for
 - i) Assessment of the state of existing Port infrastructure and potential to handle increased export levels - including physical transport networks, wharves, slipways, rail, road, cargo handling - to enhance trade with Pacific Nations
 - ii) Pacific Nations in order to identify infrastructure needs to maximise trade with Yamba/Brisbane.
- C. A marketing plan for the Port of Yamba, incorporating data compiled above, and also including
 - i) Examination of inter-regional linkages, including transport links, hierarchy of ports (Yamba vis a vis Brisbane, Newcastle, Sydney)

- ii) Assessment of government regulations and other incentives/disincentives which impact on level of product through Yamba Port, including review of State Government controls, access to the national rail freight network.
- D. Identification of present practice and future transport needs to sea ports and airports, both intra-regional and inter-regional.
- E. Examine potential for joint venture arrangements with adjoining regions and ports to avoid overlap and duplication and to enhance the impact of an export drive.
- F. Arrange visits from AUSTRADE Commissioners and Australian Ambassadors from targeted countries into the region.

5.4 Roads Infrastructure

Improvement of roads in the Northern Rivers has been a long term Regional objective to facilitate easy freight access to Queensland and Sydney, increase tourist traffic and assist local business. This objective has not changed with the following priorities being recognised:

- Development of the Summerland Way as an alternate freight route to Southern Queensland and to open up tourist opportunities in the Border Ranges.
- Upgrading of the Pacific Highway to facilitate freight and tourist traffic.
- Improve regional roads for general and tourist transport.
- Develop the Chinderah motorway.
- Improve and develop the region's tourist roads.

5.5 Sugar Bridge

The Broadwater Bridge is important infrastructure for the industry and would substantially decrease the costs of sugar production, reduce import of raw product from Queensland and result in a substantial net increase in jobs. The port at Yamba is important to export from the region. Further processing of sugar into alcohol and other products may be more beneficial to the region rather than exporting elsewhere for value-adding.

5.6 The Arts Industry

There is already developing in the Northern Rivers a high quality regional performing arts industry that reflects the spirit of the Northern Rivers region and our nation and which provides a sense of purpose, identity and well-being for the community.

More infrastructure and planning is needed to give our performing artists an opportunity to further develop their skills, strive for excellence and produce work that is relevant to and enriches contemporary life. This work could be developed for both the regional community

and for touring throughout Australia and/or overseas. With new multimedia technology it will also be possible to produce performances here which reflect the cultural identity of regional contemporary Australia for export via cable, satellite or by CD-ROM.

Likewise, the well-established visual arts and crafts industry could be promoted in such a way that people visit the Northern Rivers for the specific purpose of seeing artists and craftspeople at work in their own environment. Cultural mapping is a way of promoting the visual arts industry in this way.

An overall strategic and marketing plan is needed to promote the whole Northern Rivers art industry locally, nationally and internationally. The benefits to the Northern Rivers community in terms of job creation and cultural enrichment would be enormous.

Availability of quality venues is a big issue for the Northern Rivers region and moves are afoot for the community to acquire the soon to be vacated Cinema Lismore. This is the only tiered seated venue available in the region.

Regional resources will be needed to facilitate the process of acquiring this venue and for its development as a performing arts and multimedia centre.

5.7 Agribusiness

The current Strategy document includes Agribusiness as a key development area. It contains a list of major, minor and potential agribusinesses. There is also a list of seven issues covering the sugar industry/Broadwater Bridge, land availability, water availability, transport, technical assistance, processing plants and collaboration which are relevant to the success of agribusiness in the region.

A wide cross section of agricultural industries are currently operating in the Northern Rivers. These industries are a fundamental component of the region, yet they have considerably more potential which is as yet unexplored. There are also possible agricultural industries, not currently existing, which could be developed.

The Northern Rivers has a large and well established horticultural sector which currently has no commercial outlet for its processing grade fruit much of which goes to waste. This is available in large enough quantities to support a variety of small scale food processing enterprises.

Large numbers of people are producing food in their domestic kitchens to sell at markets, roadside stalls and traditional food outlets, this trend has undergone a steady growth and is expected to continue growing.

Food processing and value adding in the Northern Rivers region has traditionally been undertaken from home in the first instance and then moving on to the mainstream market. Many of these new small businesses target niche or boutique markets.

The move into the mainstream market, can often be cost prohibitive for the small producers as overheads and equipment often obstruct smaller businesses from expanding.

An option to cater for the growing numbers of food processing businesses is to use the concept of business incubation to enhance the region's capacity to process and otherwise add value to its produce.

The establishment of a food processing incubator in Lismore will provide a supported environment for new start small business in the food processing industry. It will also provide access to the necessary and expensive equipment on a use pays basis, business assistance and easy-in, easy-out leasing arrangements for incubator tenants.

This will enable the industry grow in a planned manner targeting future import substitution and export opportunities.

Business incubation would strengthen the economic well being of the region by strategically planning for, and assisting in the growth of the food processing industry.

5.8 NORLINK

NORLINK will be the cornerstone of the development of the electronic network throughout the region.

The region will benefit from improved communication systems, improved management of telecommunications, and increased access to regional, national and international databases.

Some of the major issues with respect to communications in the Northern Rivers region are the inadequate mail services; the potential of telecommunications which offer high speed data transfer through phone, fax, modem, and e-mail; the potential export market for software and systems; employment creation in providing support for electronic systems, data processing, graphic design, CAD, telecottages and electronic commuting; and training.

NORLINK will by its very nature become a part of and contribute to the success of every other NOREDO project, now and in the future. It provides an infrastructure that captures information and stores it in easily accessible form, and communicates that information at low cost in terms of time and other resources.

NORLINK will be regionally focussed, with much of the information collated, analysed and stored having greater relevance than information drawn from a broader focus. For example, Australian Bureau of Statistics data can be analysed and made available in a format relevant to the region. NORLINK will be a valuable tool for planning and marketing purposes.

It should also be noted that Southern Cross University has significant capacity to capture, analyse and make data available, and is developing NORNET (a regional subscriber-funded information service). NORNET will, through AARNet and Internet, allow access to world-wide databases and will be readily available in 1995.

5.9 Business Support Services

A number of strategies are proposed here:

Establishment of a training, development and research centre using a 'bottom up approach'.

Implementation of methods to develop internationally accepted standards of customer service and product quality through Best Practice programs and enterprise agreements.

Obtain matching funds for Task Force 2000.

Undertake conflict resolution activities to resolve issues delaying Regional economic development.

Develop a Regional information base detailing industrial capacity, human resource and natural resource inventory and make this available through NORLINK electronic network.

Conduct market research and establish a marketing strategy which may include development of a Regional prospectus, logo, or slogan, to promote the economic future of the region.

5.10 Olympics 2000

NOREDO has established a sub-committee, Northern Rivers 2000 Committee, to examine the region's opportunities in the lead up to and during the 2000 Olympics in Sydney. The involvement and co-operation of a wide range of regional organisations has been sought in this project.

The Committee is working to identify sporting facilities both new and existing which may be used as training venues for Olympic sports. Likely sports are rowing, canoeing and equestrian events. In addition, the Committee will identify and develop marketing programs to promote the region, directed towards Olympic sports teams and visitors.

It is anticipated that the first marketing exercise may be the production of a video on the region's attractions and facilities.



N.E.F.A.

North East Forest Alliance

Ph/ Fax 066 224 737. C/-149 Keen St Lismore 2480.

The Honourable Bob Carr, MLA
NSW Premier,
Parliament House,
Macquarie Street, Sydney. 2000.

7 June 1995

Dear Mr Carr,

Re: Implementation of Labor's Forestry Policy

On behalf of our Alliance please allow me to congratulate you on your successful election campaign and your subsequent elevation to Premier of New South Wales.

The prominence of forestry issues during the campaign was particularly appreciated.

Labor's Forestry Policy and your additional clarifications have been welcomed by NEFA as major initiatives which, if effectively implemented, will exceed the significance of the Wran Government's Rainforest Decision in 1982.

We wish to take this opportunity to thank you and your Minister for Land & Water Conservation, Mr Yeadon, for your adroit action to date in directing Forestry Commission / State Forests to withdraw forestry operations from important areas of 'old growth' forest, in various Management Areas, pending your announcement of 'urgent rescheduling'.

Please find enclosed a submission to the NSW Labor Cabinet on "Managing the Transition out of High Conservation Value (HCV) Forests" which we believe is the next step in protecting the diversity of this state's unique natural and cultural heritage.

The recommendations in this Submission are intended to assist the Carr Government deliver on its Conservation Strategy in Labor's Forestry Policy, as soon as possible. Please give serious consideration to these recommendations.

Finally, NEFA requests that you exercise your now substantially enhanced influence at the Council of Australian Governments, to promote to Premiers Kennett and Groom, the protection of Victoria's and Tasmania's high conservation value forests.

If you require further information or clarification please phone me on the above phone no. or speak to my colleague Mr Dailan Pugh. Thank you for your attention to this matter.

Yours sincerely,

J.R. Corkill

draft only

NCEC letter head

March 29 1996

Dr Jim Gallagher, Chairman,
Northern Rivers Economic Development Organisation (NOREDO)
per fax 066 220 350

Dear Dr Gallagher,

The North Coast Environment Council Inc. considered NOREDO's request for participation at its meeting of Sept? 1995 (Terry please check) and resolved ...
(quote the relevant resolution).

Unfortunately, the Council's in principle agreement has not been able to be acted upon until now.

Recent events now permit NCEC to:

- apply for membership of NOREDO;
- seek representation of the Council's interests within NOREDO;
- nominate Mr John Corkill as NCEC's delegate and contact person.

I understand that you are keen to meet with the NCEC Inc's executive to properly introduce NOREDO. We support a face to face meeting, but this may not be possible until Friday 19 April 1996, when NCEC exec members will be passing through Lismore prior to a meeting on Saturday 20th. A phone link up sooner is an alternative, if NOREDO's presentation cannot wait til 19th.

Please let Mr Corkill know how you'd prefer to organise briefing NCEC in the near future. Please send him any relevant paperwork necessary to formalise our application for membership etc. His contact address is c/- Big Scrub Environment Centre Inc. 149 Keen St, Lismore 2480. Fax no. 066 222 676. He may be reached via phone 066 224 737 or 066 21 6824 h.

Thank you for your invitation for NCEC's involvement.

Yours sincerely,

Terry Parkhouse
President NCEC Inc.

per JRC.

Project Brief for consultant services to network among conservation groups in the _____ sub-region(s).

draft 3 as @ 19/3/1996

Background

Networkers will liaise on behalf of Nature Conservation Council of NSW (NCC) with local conservation groups during NSW Government's Interim Assessment Process (IAP) which aims to identify forests likely to be required for a 'comprehensive adequate & representative (c.a.r.) reserve system., by end of July '96.

The Resource and Conservation Assessment Council (RaCAC) is undertaking the IAP and is committed to stakeholder consultations in the prelude to and during the assessment. The Networker will be a key part of the proposed consultation process.

Mission Statement

Networkers will provide information and advice from a conservation perspective, to enable conservation groups to understand, participate in and influence the IAP for the sub regions of _____.

Duties

SR Networkers will use telephone calls, fax messages, face to face meetings to:

- alert conservation groups to the IAP 'information sessions' being run by RaCAC;
- encourage groups' & individuals' attendance at the 'information sessions';
- request local groups and individuals to provide their information to RaCAC for inclusion in the data set to be used for the IAP;
- identify potential members of, prepare & otherwise assist sub-regional 'reference groups' for involvement in the sub-regional negotiation phase of the IAP;
- prepare conservation groups and the broader community for the public consultation phase on exhibited draft IAP report
- encourage groups and individuals to make formal submissions on the IAP report;
- assist conservation groups to prepare submissions on the IAP report;

Networkers will also

- be familiar with a range of relevant documents and sources;
- monitor relevant media sources and document the IAP's coverage as appropriate;
- write &/or provide copies of background information and explanatory materials;
- answer questions, or provide referrals, on the assessment process;
- liaise with local media in consultation with NCC's Exec Officer;
- promote the results of negotiated sub-regional assessments to conservation groups in Sydney and invite their submissions on the exhibited IAP Report;
- carry out other relevant duties as agreed by the consultant and NCC's Exec Officer;

Accountability

The Networker will report regularly to the NCC, via its Executive Officer and will provide a written report on the IAP in the last week of June 1996.

Payment

The Networker will undertake the above duties as a project consultant, according to the above timetable, for the specified fee: \$____.00
the above timetable, for the specified fee: \$____.00

The fee will be paid in three (3) payments of \$____.00 on
15 April 20 May 28 June 1996

A project expense account of \$____.00 is payable upon acceptance of contract.

John R Corkill
Public Interest Advocate,
Environmental Educator, Planner, Policy Adviser

1 Oliver Place, Lismore. 2480. Ph 066 21 6824

Friday 29 March 1996

Dear Terry,

RE: NCEC participation in NOREDO

Sorry about the delay in getting this draft letter through to you. I broke a tooth on Wednesday night & to cut a long story short had a molar extracted yesterday. I'm still sore!

Since I last spoke to you, I've spoken to both Martin & Lyn and they are happy to agree to my self-nomination as a NCEC delegate to NOREDO, but I didn't catch Peter Wrightson when I rang earlier this arvo. I'll try again after 3pm.

Given that NCEC has agreed 'in principle' to participate in NOREDO, how should NCEC decide its representation? I suggest that if the NCEC exec is happy to nominate me now, this be reported on and discussed at the next NCEC meeting.

Yesterday, I spoke again to Dr Jim Gallagher, the Chairman of the Northern Rivers Economic Development Organisation, (NOREDO) [066 222 019 w 015 750 658 mobile 066 220 350 fax]to get an idea of what NOREDO wants and/or needs from NCEC Inc's involvement. (He is at NOREDO weekly executive meeting today and will no doubt report that he's had some discussions with me re NCEC's participation. He's been instructed by his executive to make progress on this.)

Jim is seeking a letter from NCEC expressing interest in becoming a NOREDO member and seeking representation within NOREDO, (possibly on their 'executive') & the names of a delegate & alternate. See draft below.

He also wants the opportunity to meet with NCEC's executive a.s.a.p. to explain NOREDO's mission and the opportunities he sees for the conservation movement's participation. NOREDO has a strong (bio-) regional focus on the 'northern rivers' and opposes remote state gov't decision making.

(NOREDO's no.1 project, presently awaiting final approval for funding through the Commonwealth Department of Housing & Regional Development (DHRD) is for a Regional Information Centre, to be established in Lismore for the benefits of the three (Major) northern rivers region through an enhanced "capability ... for strategic planning and local co-ordination of development." This project has business & industry support and they want conservation groups co-operation. A major part of this 12 project, designed on 6 December 95 with Dailan's input, includes 'ground truthing' and site based information capture / confirmation. A nine page project submission follows.)

One option is to invite Jim to the NCEC meeting on April 20 at Broken Head, but having suggested that time frame, he says it will be too slow. Another option is to have Jim meet the NCEC exec in Lismore? early next week (NB: Martin will be away on school holidays). A further option may be for someone (me?) to call a caucus of NCEC members together to hear Jim's presentation, don't know when? Option 4: an NCEC exec phone linkup with Jim Gallagher paid for by NOREDO?

It occurs to me (& Dr Gallagher) that NCEC's regional area is huge and extends well beyond the 3 northern rivers. This thought is not new and has been raised several times within NCEC. Perhaps NOREDO (& MIDREDO?) will provide a reason for the north coast environment movement to evolve a 'bio-regional' level of organisation and activity ?

The far northern rivers (Clarence R -> north) membership of NCEC could agree to start meeting regularly after this NCEC meeting and begin to consider the bio-regional issues such as NOREDO and Interim Assessment Process (IAP) for forests etc. Can I put this (bio-regional committees of NCEC) on the next NCEC agenda as a discussion item please?

If you need any more info or clarification call me 066 224 737 or Jim on his mobile. Thanks

JRC

3:35 pm 29/4/96

New Federal Labor Leader Kim Beasley has called a halt to the March 2 election post mortem process, facing a new Government, a new Parliament, new realities and a new role: opposition.

We not surprised to see that the post-election analyses have not mentioned, either privately by the ALP, or publicly by the mass media, the major environment promises left unfulfilled by 13 years of Labor. Here's 4 examples:

- The Resource Assessment Commission (RAC) was paraded by PM Hawke as the Commonwealth's respected arbiter on matters of resource and conservation sensitivity. The 3 only RAC Inquiries: (Kakadu, Forest & Timber, Coastal Zone Management); produced reports which were the subject of considerable 'politics' undermining their independent status. Scant Commonwealth progress was made on these three (only) issues before RAC's political support collapsed under Keating, and it was abolished having achieved little.

- Despite PM Keating signing the National Forest Policy Statement with the state Premiers in December 92, the ALP Government failed to deliver the 'comprehensive, adequate and representative reserve system' promised in the NFPS as a guarantee of Australia's commitment to protect its unique biodiversity.

Having missed the deadline of 1995, for a CAR reserve system across all publicly owned lands, Labor lost office with almost no progress having been achieved towards this crucial goal of biodiversity conservation (other than that provoked by export woodchip licences!).

- And while we're on the topic of woodchips, David Beddall failed to understand the PM's public commitment to end export woodchipping by 2000, or sooner if

possible, rorted the Federal Court's ruling, and merrily licensed more woodchip exports.

But Beddall apart, the woodchip fiasco was at least partly due to the appalling Commonwealth law, the Environmental Protection Impact of Proposals Act 1974.

This Commonwealth law is embarrassingly weak and has no real teeth to effectively assess, modify, halt or veto developments, such as massive uranium mines, a major new runway, or the export of 6 million tonnes of woodchip p.a.

It does not even meet the best practice model of the NSW EP & A Act 1979.

- An EP(IP) Act, review which included stakeholder consultations & community input, eventually got underway in late '93 early '94. It's progress was retarded by other departmental interests e.g. Defence,

and a draft of a new Commonwealth Act for environmental impact assessment was not ready until mid 95.

With still two sessions of Parliament to go before the election, the ALP Government decided not to proceed with the planned Bill.

The PM's office said at the time "we are not going to introduce such a Bill into the Parliament at this stage and allow a whole lot of political pointscoring", meaning of course, constructive Senate amendments.

So the ALP reneged on another critical 'green' task and in canning this key area of institutional reform, has failed to address an embarrassing lapse of best practice in Australia, and have provoked countless new conflicts by entrenching shonky impact assessments & the understatement of community impacts.

Labor have left us a legacy of a patently inadequate, third world, thoroughly discredited Commonwealth e.i.a. Act, over 20 years old.

Now they are in Opposition and have severed the cord to the union movement, Labor would do well to reconsider what priority goals and community directions they will advocate in their new role. Big Kim should ask: what issues of crucial public interest remain undone after 13 years in power?

Then Labor might realise there are very few 'ticks in the boxes' for environmental commitments, once so proudly touted by the ALP...

And there at the bottom of pile, the first issue on the table, is a new credible impact assessment Act & real, lasting environment protection measures e.g. major new national parks.

Beasley, Evans & Faulkner must try much harder if they are to convince many greenies that Labor really has learnt from their errors & can again be trusted to actually *deliver* environmental gains. JRC

Attention: Paul AMAR per fax no. 224 567: this + 1 JRC

John R Corkill

Public Interest Advocate,

Environmental Educator, Planner, Policy Adviser

Co-ordinator, North East Forest Alliance & North Coast Environment Council Inc's delegate to NOREDO

1 Oliver Place, Lismore. 2480. Ph 066 21 6824h , Ph/Fax 066 224 737w.

Dr Jim Gallagher,
Chairperson, NOREDO,
per fax no 066 220 350.

13 May 1996

Dear Jim.

Re: Round-table briefing and discussion on 'Forestry Certification' & 'Eco-labelling'

I refer to our brief conversation last week when I advised of a request from Greenpeace Australia for a meeting with timber industry interests in Lismore on the above topics, and requested NOREDO's involvement with convening such a function, perhaps on May 25. A copy of the letter from Greenpeace follows.

I can confirm that there is, within NEFA and other NC conservation groups, considerable interest in this area of the forestry debate. Many people see the potential for ecologically sustainable forest management and timber production to be successfully marketed to consumers as providing clean 'guilt free' timber.

Further, 'certification' of timber sources may increase the value of the timber, leading to increased consumer acceptance of higher prices, substantially altering the current economics of timber production.

These are just two possible outcomes from the brief discussions of 'certification' which have occurred to date.

No doubt others, including specific possibilities for this region, will be raised once the discussion widens.

It's suggested that a dozen or so people, would come together at a neutral venue such as the Lismore Workers Club to meet Greenpeace reps. Of these, say 6 to 8 would represent industry interests with around the same number coming from a conservation background. NOREDO staff &/or Exec members might also attend, though if numbers become too large, opportunities for discussion will be reduced.

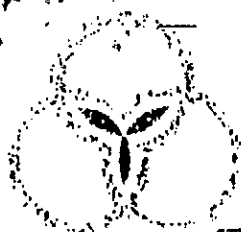
I seek then an urgent expression of interest from NOREDO in convening a round-table briefing on these matters, and an agreement to issue invitations a.s.a.p. to relevant timber industry interests who are NOREDO members.

Please advise me of NOREDO's attitude to these requests at your earliest convenience, so that those interested may be given the greatest possible notice.

Thank you for your attention to this matter.

Yours sincerely,

J.R. Corkill



NORTH COAST ENVIRONMENT COUNCIL INC.

Hon Sec James Tadder
 Pavans Access
 Grassy Head 2441
 Phone /Fax 065 690802

Dr J Gallagher

Chairman

Northern Rivers Economic Development Organisation (NOREDO)

Fax 066 220350

30th March 1996

Dear Dr Gallagher

At the September meeting of the Council it was resolved that a candidate be sought to represent this Council on NOREDO as we already have a delegate representing this Council on MIDREDQ.

Unfortunately until now this has not eventuated

We now wish to:

- (1) apply for membership of NOREDO
- (2) seek representation of the Council's interest within NOREDO
- (3) nominate John Cockhill as a delegate with control person

Contact address for J Cockhill is Big South Bay Management Centre Inc,

149 Keen Street Lismore 2480 Fax no 066 222 677 Contact phone nos 066 224 737 or 066 21 6821

I understand that you are keen to meet with the Council to introduce NOREDO

We support a face to face meeting if this is possible. It would help us arrange a quicker meeting or a phone link up if this is an element.

Any necessary paper work to formalise our application for membership should be sent to the Secretary at the above address.

Thank you for the invitation and we look forward to NCFC's productive involvement.

Your sincerely

Terry Parkhouse

President NCFC Inc

NOREDO

Northern Rivers Regional Economic Development Organisation Inc

Chairperson: Jim Gallagher
Secretary: Chris Clare
Administrator: Paul Amar
email : noredo@nor.com.au

Secretariat: NOREDO
PO Box 1474
LISMORE NSW 2480

Telephone: (066) 22 4665
Facsimile: (066) 22 4567

North Coast Environment Council Inc
C/- J. Tedder
Pavans Access
VIA STUARTS POINT 2441

1st July, 1996

Dear Mr Tedder, *Caulkhill*

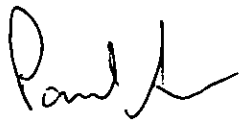
Thank you for your application for membership of NOREDO nominating Mr John Caulkhill to fulfil representative responsibilities.

The Executive of NOREDO approved membership of the North Coast Environment Council Inc nominating Mr Caulkhill at its bi-monthly membership meeting on 28th June, 1996.

The NOREDO membership meets bi-monthly (each month in a different Shire within the region). The next meeting will be at Tweed Heads on 23rd August, 1996.

Should you require any further information please do not hesitate to contact me on the above number.

Yours sincerely,



Dr Jim Gallagher
Chairperson

cc *John Caulkhill*

NOREDO

REGIONAL PROMOTION CAMPAIGN

We mean business

*The Chairman and Executive Members of NOREDO
cordially invite*

Mr John Caulkhill

to the official launch of the

NORTHERN RIVERS REGIONAL PROMOTION CAMPAIGN

funded by the

COMMONWEALTH DEPARTMENT OF
EMPLOYMENT, TRAINING & YOUTH AFFAIRS

at

BYRON BAY BEACH CLUB
BAYSHORE DRIVE, BYRON BAY
(off Ewingsdale Road)

on

MONDAY, 29TH JULY

Registration at 10.00am.

Presentation commences 10.30am (sharp)

R. S. V. P.

before Tuesday, 23rd July

to NOREDO Secretariat on (066) 224 664

NORTHERN RIVERS REGIONAL ECONOMIC DEVELOPMENT ORGANISATION INC.

TELEPHONE: (066) 22 4665 FACSIMILE (066) 22 4567 POST OFFICE BOX 1474 LISMORE 2480 email: noredonor.com.au

• ABORIGINAL & TORRES STRAIT ISLANDER COMMISSION • AUSTRALIAN BUSINESS CHAMBER • MR IAN CAUSLEY (MP), MEMBER FOR PAGE • DEPARTMENT OF EMPLOYMENT EDUCATION & TRAINING & YOUTH AFFAIRS
• DEPARTMENT OF TRAINING AND EDUCATION CO-ORDINATION • FOREST PRODUCTS ASSOCIATION (RICHMOND, TWEED, CLARENCE BRANCH) • NSW DEPARTMENT OF STATE & REGIONAL DEVELOPMENT • NSW FARMERS
ASSOCIATION • NORTH COAST ENVIRONMENT COUNCIL • NORTH COAST INSTITUTE OF TAFE • NORTH COAST REGIONAL COMBINED UNIONS COMMITTEE • NORTH COAST REGIONAL OFFICE GREENING AUSTRALIA
• NORTH EASTERN EMPLOYMENT & TRAINING LTD • NORTHERN RIVERS ASSOCIATION OF BUSINESS ENTERPRISE CENTRES • NORTHERN RIVERS CHAMBERS OF COMMERCE AND INDUSTRY • NORTHERN RIVERS REGIONAL
DEVELOPMENT BOARD • NORTHERN RIVERS REGIONAL ORGANISATION OF COUNCILS • NORTHERN RIVERS SOCIAL DEVELOPMENT COUNCIL • OLMA • REGIONAL TOURISM ORGANISATION • MR BILL RIXON, MEMBER
FOR LISMORE • ROYAL AUSTRALIAN PLANNING INSTITUTE (NORTH COAST DIVISION) • THE HON JANELLE SAFFIN (MLC) • SOUTHERN CROSS UNIVERSITY • MR HARRY WOODS (MP), MEMBER FOR CLARENCE

account, along with other evidence, in the process of determining questions of sustainability. The North East Forest Alliance questions this belief.

6. *Conservation interests assert that in order to achieve true environmental sustainability and achieve best practice in forest management, we must look beyond state forest management, and look at management of the total environment at the catchment and regional level. The industry does not see this as being central to the current discussions.*
7. The future role of Noredon and NOROC, is not agreed. All welcome a facilitation role. The conservation interests are concerned that Noredon in particular not take a partisan industry role and not seek to displace the RACAC, DFA and IFA processes.

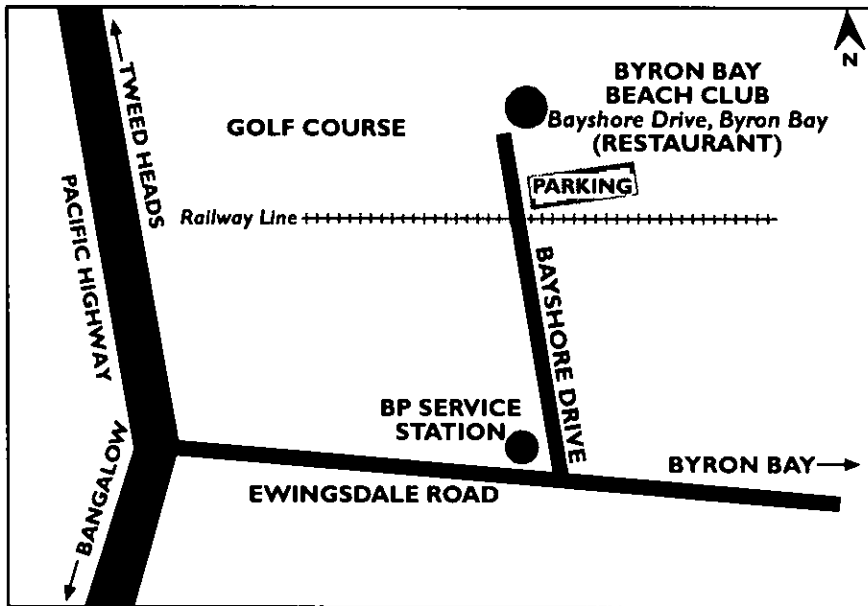
NOREDO

REGIONAL PROMOTION
CAMPAIGN

We mean business

CAMPAIGN LAUNCH
10AM MON. JULY 29TH
BYRON BAY BEACH CLUB
LOCATION MAP.

A REMINDER : RSVP - NOREDO
(066) 224 665 BY 23RD JULY



industry to ensure adequate wood flows even in the future. Plantation establishment must be expanded substantially to reach sufficient levels to make a meaningful contribution. It is notable that critical mass must also be achieved to ensure a commercial return on plantation investments, as this depends on industrial markets for produce, especially thinnings.

- Ecotourism.
- Environmental repair industries driven by both community aspirations and governmental regulation.

The stakeholders also require, through *such bodies as Noreda*, significant regional involvement and empowerment with respect to government initiatives affecting this region, particularly those that entail significant social dislocation.

(1) Grafton EIS Nov 1994.

Outstanding areas of disagreement between the Industry and the North East Forest Alliance.

1. How we manage the forest resource in a way that meets the needs of the reserve system and the industry until reforestation and rehabilitation measures expand the harvestable resource in 15-20 years time.
2. The level of investment in the value adding of timber logs and the establishment of export markets into South East Asia and the USA.
3. The extent to which mature re growth forests differ from old growth forests in their biodiversity and loss of habitat *per se*. Industry interests assert that re growth forests in the region increase rather than decrease the biodiversity., also that the two can only be distinguished by counting the stumps, strongly suggesting that past harvesting practices have not been detrimental to biodiversity.
4. The industry asserts that speciality Products required by the community would become unavailable leading to a direct loss of income to the region of \$ 140 million and the loss of almost 2000 jobs in the Northern Rivers part of the region alone. The North East Forest Alliance questions this assertion.
5. The industry believes that the long term experience of State Forests and those involved in the industry in the region should be taken into

regional timber industry, conservation and other strategies, and a community accessible regional environmental data base, an effective and consultative planning framework, and appropriate incentives and guaranteed harvest rights or compensation for landowners undertaking plantation development are essential components in any agreed resolution of current resource use/conservation disputes.

Locus of planning

Other major concerns with the current process are:

- The region has been attempting over the last 2-3 years to undertake integrated regional planning involving all of the stakeholders. The Forest 2000 Task Force and eco-tourism initiatives are early examples which have been followed up with the advent of NOREDO with its forest industry forum and land use study. Regional planning and regional responsibility are as we understand, also priorities of the Federal Government yet the speed and lack of community consultation associated with DFA and IFA initiatives respectively, undercuts the initiatives being undertaken by the region. Such regional initiatives work across political allegiances, levels of government and union/management/green barriers.
We believe we are in the best position to undertake our own planning and assessment for a sustainable environment.

Restructuring

If as a result of the outcome of the current process, or of some longer term more consultative and researched basis, there is a need for structural change in the North Coast Forest Industry, as a region we want sufficient Federal and State funding to underpin the growth of other industries in the region and the creation of new industries and activities appropriate to the region and diversification of activities in the timber industry.

Some activities and industry opportunities are currently being documented in the development of a Regional Environmental Strategy as required under the guidelines of the Regional Environmental Employment Program. Notable opportunities include.

- Timber stand improvement work in regrowth forests on both public and private lands. Research conducted in Eucalypt forest in Victoria by the CSIRO has demonstrated the possibility of substantial productivity improvements, capable of providing an enhanced wood flow for industry well in advance of wood streams from new plantations.
- Plantation development. Recent commitments by the State Government to expanded plantation development through the State Forests Joint Venture Program are yet to achieve sufficient scale, or be matched by private investment, to reach the critical mass required by

- Achievement of regional best practice in multiple use forestry will be underpinned by the new Southern Cross University School of Sub-tropical Forestry and proposed Interpretation Centres, demonstration forests and other projects.

Socio-economic impact.

The majority of the industry believe that based on available data, and if current trends continue, the implementation of the 15% target will lead to a major impact on the native hardwood industry in the region, and in particular its downstream value adding components.

The indirect social and economic cost would be far greater leading to the virtual closure of some towns and a major flow on loss of income and jobs in the service industries. It also needs to be recognised that jobs will be lost in relatively isolated towns and villages dependent on the timber industry and so in those areas, the relocation costs, both financial and human, will be high for the individuals and the State. The announcement that the sawmill at Drake will close at the end of October is a prime example of restructuring issues.

The shorter term - say 3 years

Given all of the above, the 30% quota log reduction requirement of the State Government by July 1996, and the uncertainty beyond June 30 1996, there is a complete lack of confidence amongst the industry stakeholders in the future of the native hard wood timber industry in the region. This is one of the industries with the greatest potential for value adding and export in the region.

We urge the government to provide more certainty for the existing industry and for investment over the period ahead. It is acknowledged that major capital intensive developments in the industry require at least a 10 year period of guaranteed production to warrant the initial investment.

The data base.

The stakeholders have no confidence in the current assessment methods used, nor the interpretation of the impact of current logging practices in the region on long term level of Bio-diversity in our forests. *That is until there has been time to do a thorough assessment that is credible to the industry, the scientific community and the main environmental groups (viz. per RACAC and the DFA process), regional stakeholders must be fully consulted to ensure that neither a future CAR reserve system nor the industry is compromised.*

In this context the management of private land for both wood production and nature conservation is of critical importance in underpinning

agriculture and horticulture and the high biodiversity including a large diversity of forest types (73 of those species listed in the DFA schedule) represented in the region .

In terms of the extent of clearing since 1750, the Northern Rivers should be compared to the Sydney basin and the Western Plains rather than the Central and Southern Regions as identified in the report.

While it is recognised that the draft report exempts the Casino and Grafton Management Areas because the 15% is not attainable in relation to Spotted Gum and Grey Box, there are other species close to the 15% which will be effectively excluded from harvesting because the available resource will not be economical.

Other factors that differentiate the Northern Region, and particularly the Northern Rivers from the Central and Southern Regions are the following;

- In line with the Governments stated intentions there has been investment in the value adding of timber logs and the establishment of export markets into South East Asia and the USA.(plywood, flooring, parquetry). Value adding is very dependent on some of the species which will become inaccessible if the 15% rule is strictly applied. While the number of logs needed to maintain a viable value added industry can be much lower than that required for scantlings and fibre, security of supply is essential for the sustenance of the existing value added plant, let alone further investment. The regional plans to develop the Port of Yamba will also be jeopardised by the loss of value added forest product.
- *There is no industry of logging for wood chips in the Northern Rivers Region. Yet the governments timetable appears to be geared to that part of the timber industry.*
- Characteristics of some timbers available in the region are unique and should be, and generally are, reserved for niche markets. This creates marketing issues unique to the region.
- *There is no compartment scale clear felling in the region. The industry position asserts that re growth forests in the region increase rather than decrease the biodiversity.*
- The percentage of regrowth forest in this region is higher than in the southern regions.
- *The existing mosaic of regrowth and old growth forests in the region is extraordinarily diverse.*

be given to areas in which those views are in agreement and notably for more effective regionally based consultation.

Response

Long term position

The Region is in agreement with what it understands are the long term aims of the Government viz. A comprehensive, adequate and representative reserve system and a sustainable, value adding forest industry based on managed regrowth and plantation resources. Plantations are recognised as a significant part of the industry resource in the long term and their development and management will provide significant employment opportunities.

To achieve this in our region the following considerations have to be accommodated.

- Major reforestation with native hardwood plantation and enhanced management of regrowth areas.
- Resource security / compensation legislation for plantations and the addressing of other public-gain / private-loss issues in relation to the timber industry.
- Maintenance of existing high value adding core to preserve the long term industry.
- *Expanded environmental planting to support catchment protection and species recovery, additional to plantings primarily for timber productions.*
- A data base that is accesible and credible to the stakeholders .
- A regional approach to the issues of forest usage and forest values incl. harvesting, eco-tourism, biodiversity, water, wilderness etc.
- A credible management plan for reserved areas with adequate resourcing for the required management.
- Time to develop the regional approach.
- *Integrated multiple use management plans and continuing accountability for State Forests.*
- *Need for public education on the greenhouse and other environmental benefits arising from forests managed for timber production.*
- A managed productive forest maintains many conservation and natural heritage values. (redundant ?)
- International and regional trade imbalances in forest products need to be redressed., and agreed long term strategies should support this aim.

North Coast as a special case

As identified in the draft DFA report, the North Coast, and in particular the Northern Rivers, is particularly affected in reaching the 15% of the pre-1750 forest areas target because of the extent of land clearing for

Noredo Forest Industry Submission to the Federal Government Task Force

Context

Noredo is an organisation of regional organisations involved in economic and social development. It has developed a vision for the region and established priorities for development. These include the forest industry with a focus on value-added export and import replacement. Its highest priority is to agree on a land utilisation policy which provides for many values including a sustainable forest industry and the maintenance of biodiversity. Noredo has worked with the diverse, and sometimes conflicting, stakeholders in the region in an attempt to develop a common position for the region. This document sets down the areas of agreement and disagreement as of 13/10/95. The region will continue to work on the differences.

Genesis of the Document

On 10/3/95 Noredo convened a Search Conference entitled 'The Future for a Sustainable Forestry Industry in the Northern Rivers Region'. This Conference brought together representatives of the industry, unions, green groups, loggers, and foresters public and private. Common ground was found in; the practices of plantation establishment, environmental planting, farm forestry and urban planting; logging in native forests under certain conditions; and right to compensation at market value for private individuals denied profit or asset value by preservation of forested areas for public good. This meeting helped establish a climate for co-operation in the land utilisation study and the development of this document.

On 4/10/95 NOROC invited Forest Industry and sympathetic Community leaders to a public meeting to receive information about, and develop a regional industry response to, the Draft Deferred Forest areas Report for NSW. About 100 people from across the industry and the region attended. The meeting was addressed by NSW State and Federal Government officials, Industry and Union representatives, State and Federal politicians. (Speakers, participants and resolutions attached).

That meeting resolved to form a Regional Task Force to develop a response to the D.F.A. proposals for submission to the D.F.A. Task Force. The Regional Task Force and representatives of the North East Forest Alliance met on 9/10/95 and after the exchange of information agreed that each would develop their own response to the DFA proposals, but would meet prior to submission of their responses to determine the extent of common ground. That meeting took place on Friday October 13. The Noredo submission therefore is informed by the views of conservation and timber industry interests. It is to be hoped that the greatest priority can

DRAFT 5 AS OF 16/10/95

SUBMISSION TO
DEPARTMENT OF PRIME MINISTER &
CABINET
FORESTS TASK FORCE

on the

DEFERRED FOREST ASSESSMENT

BY NOREDO

(Never presented to the Task Force as a NOREDO position. However, a similar paper was presented to the Task Force by NOROC and the FPA)

PROPOSAL TO ESTABLISH AND DEVELOP A REGIONAL INFORMATION CENTRE FOR NOREDO

INTRODUCTION

Project Goal

The goal of this project is to establish, operate and maintain a Regional Information Centre in NOREDO. The purpose of the Regional Information Centre is to significantly enhance the capability of NOREDO for strategic planning and local coordination of development within the region.

Role of a Regional Information Centre

The operation of a Regional Information Centre is based on a community commitment to sustainable resource use, along with the knowledge, skill and technology base appropriate to the ongoing management of this commitment. The role of a Regional Information Centre is to facilitate access to resource information (eg. economic, social and environmental) required by business, utilities, government agencies and the community, both within and outside the region.

The Regional Information Centre will function in a very special way within the region. Importantly, the facility will be located and managed under the auspices of NOREDO, whereby the information is public, although provided on a cost recovery basis. The Centre will be located so that it is easily accessed by community and regional stakeholders (local businesses, local community groups and individuals without their own access) and information services of the Centre will not duplicate other services within the region.

The accessibility and public use of the information services of the Centre are vital elements to building a regional development identity. This includes the means by which the community can be informed and understand that development is being undertaken in an ecologically sustainable manner. This will ensure that the community at large can participate more fully in the process of consultation and learning about their region.

It is planned that this process, under NOREDO leadership, will make further advances amongst competing parties in the forest debate. This is a unique approach to a very complex problem, but through the effective utilisation of the Regional Information Centre, such an approach will produce long lasting regional benefits.

Attempts have been made across the nation to provide information services to rural communities with varying results. This includes such programs as the Telacottage project of the Department of Primary Industry and Technology. The proposed NOREDO Regional Information Centre could support these other programs where it is appropriate to further extend NOREDO's information services.

NOREDO Regional Information Centre will provide the first comprehensive and integrated map of resources within the region. This spatial database will provide a credible set of

regional data layers which will facilitate stakeholder communication in planning and decision-making. This will overcome the current limitation of single focussed maps which lack a regional context.

Also, existing data sets from other regional stakeholders (eg. local or state government agencies, etc.) will be incorporated in the information system, then verified or value-added as part of a plan to integrate the region's economic, social and environmental information.

It is expected that this Regional Information Centre model and the outcomes expected from this networking and collaboration processes can be transferred to other regions and for a wide range of economic, social and environmental considerations, eg. forestry, precision farming, etc.

This proposal outlines the project objectives, development stages, tasks for each stage of work and the timeframe for development of the Regional Information Centre. The project is divided into 3 stages at a total cost of \$365,100. This cost is an increase of about \$45,000 on the original estimate due to the additional costs for NSW land information (eg. cadastral data) and NSW government licence restrictions on the sharing of some existing data held in the region.

PROJECT OBJECTIVES

The project objectives are as follows:

1. establish and develop an independently located, NOREDO managed, Region Information Centre, with spatially referenced economic, social and environmental data sets;
2. ensure that the Centre's data sets are maintained and can be imported and exported in formats consistent with stakeholder and client needs;
3. continue to build information links with other data providers and stakeholders;
4. establish protocols for access to data and details concerning data sources and data maintenance;
5. value-adding to the regional data sets by establishing an organisational arrangement to manage and operate the Centre to ensure it is easily accessible to stakeholders and seen to be independent;
6. provide an extension and education/training service to ensure the Centre is effectively utilised and clients needs are met in an efficient and effective manner; and
7. after 6 months, and then annually, review service outcomes, implementation and information use practices and provide an annual report to stakeholders.

PROJECT DEVELOPMENT STAGES

The project will have three development stages:

1. Stage 1: to develop the baseline biophysical data layers for the region and establish these layers on hardware and software facilities within the NOREDO office at Lismore, NSW;
2. Stage 2: to use the baseline biophysical data layers to conduct a stakeholders forum and associated workshops to agree on the requirements and methods for adding value to the data, and using the data for regional development purposes; and

3. **Stage 3:** to consolidate the Regional Information Centre's operations through the establishment of additional resources to manage or facilitate the Centre's on-going services, including the acquisition of economic and social data layers

Strategies for Implementation:

The staged development process for this project will enable facilities and services of the Centre to become operational in a manner that suits local conditions. The first stage will establish a framework and focal point for the region's stakeholders to organise their time and resources for the further establishment of the Centre. This iterative approach has been determined as the best way to obtain a clear understanding and practical awareness by all stakeholders of the Centre's capacity to further enhance regional economic advancement. At the end of each stage a forum of stakeholders will review the project outcomes and the expectations of service delivery.

STAGE 1 TASKS

The tasks for this stage will be undertaken as follows:

1. acquire the baseline biophysical data layers for the region, including satellite data to produce land cover and land condition maps;
2. process, integrate and ground truth the biophysical data layers, and provide training and support in field survey;
3. NOREDO to act on the recommendations of the Community meeting of December 6 and subsequent working party recommendations by purchasing the identified computer hardware and software which are to be set up initially in the NOREDO offices. This facility will be used by specialist consultants to process data and conduct briefings, workshops, etc, during Stage 1;
4. facilitate a meeting of key stakeholders in the forest issue for the purposes of initiating field work as a practical example of using the biophysical data layers held by the Centre and developing an awareness and understanding of the Centre's capabilities;
5. Carry out field work in forestry and record results on baseline data sets. May need to hire equipment, such as Global Positioning System, to complete some details of this field work.
6. NOREDO to initiate and organise a workshop for discussion and analysis of the information already collected from the field work of steps 4 and 5.
7. Report of Stage 1 outcomes by NOREDO.

STAGE 1 COSTS

Tasks	Days	Costs
<i>Data Acquisition</i>		
Purchase of LANDSAT TM satellite data		\$20,000
Purchase of SPOT panchromatic satellite data for selected areas of interest in region for merging with LANDSAT TM.		\$10,000
Purchase of topographic data, eg. roads lines and contours.		\$32,000

Ground truthing of first iteration landcover maps in collaboration with stakeholders to produce final maps of region.	20	\$13,000.
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Equipment Acquisition

A Pentium computer with 2 gigabytes of hard disc	\$7,000
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An AO printer	\$9,000
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A CDROM writer plus software	\$3,000
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TNTmips GIS software (Includes a printer driver)	\$11,300
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Other Costs

Associated with the administration of the project	\$9,600
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TOTAL	\$127,900
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TIME FRAME AND INDICATORS.

Tasks	Activity (Time to Complete)	Indicators
1-3	8 weeks: field work will include ground truthing as a joint exercise with consultants.	Data acquired. Data processed and land cover maps produced and ground- truthed. Hardware and software installed.
4-5	10 weeks after production of maps: commence tasks coincidentally with Steps 1-3. Detailed mapping of specific stakeholder requirements .	Agreement on field work for forestry data. Completion of specific field data collection for forestry.
6	1 week: commence upon completion of Steps 4-5.	Agreement on outcomes for tasks 1- 5 and development of plan for next stages of work.
7	3 weeks: Produce report	Stage 1 report presented.
Total	22 weeks	Final Stage 1 report discussed with DHRD

Note. An alternative plan for Stage 1 would be to delay the NOREDO hardware and software acquisition until Stage 2 or 3 and for consultants to provide a bureau service using their own equipment during Stage 1. This has the advantage that stakeholders can observe the information system in operation prior to final acquisition commitments. However, the disadvantage is that there would be additional costs incurred in the hire of the hardware and software and a loss of opportunities to commence familiarisation with the hardware and software prior to Steps 2- 3 (ie. some training could commence in Stage 1) as the hire

equipment may only be available during specific consultancy work periods. Hardware and software hire costs would be in the order of \$200 per day.

STAGE 2 TASKS

The tasks for this stage will be undertaken as follows:

1. conduct a stakeholder's forum to advance and refine the regional strategy underpinning the role and function of Regional Information Centre. The forum will specifically cover issues regarding processes for information use, value-adding, management and demonstrating how spatial data can be used for regional development. The outcomes from this forum may include the holding of smaller workshops to implement specific actions arising from the Forum. One outcome will be the need to find and employ a person with the specific task of managing the facility and establishing the training schemes required for ensuring stakeholders maximise the value from the facility;
2. develop the forestry project using the baseline data obtained from Stage 1, to initiate and hold workshops to obtain agreement on regional forestry values and development pressures, and identify other industry opportunities within the region to better define information requirements for land use and resource management;
3. continue the process of value-adding to the data base by adding the data sets of stakeholders to the Regional Information Centre;
4. prepare a report on the outcomes of the above tasks.
5. Upgrade of computer hardware and software requirements, as appropriate.

COSTS AND INDICATORS

Tasks	Cost	Indicators
Organise and facilitate forums and workshops.	\$10,000	Detailed strategy and an action plan produced for Stage 2 tasks. Identified industries where project applications are appropriate.
Undertake additional value-adding to the regional data set to meet specific industry and community needs, eg. cadastral data.	Data acquisition \$30,000 Data Processing \$6,500	Maps produced using new data sets. Report for Stage 2. Forestry mapping completed
Field work for forestry project (2 x 5 days)	\$7,000	
Total	\$53 500	

Optional Costs

It is likely that additional computer capacity will be required to manage the data for the region. This could include:

- A3 colour scanner @ \$13,500; and
- an external 2 GB hard drive @ \$1,500

TIME FRAME AND INDICATORS.

Tasks	Activity (Time to Complete)	Indicators
1	6 weeks: hold stakeholder's forum and refine the regional strategy underpinning the role and function of Regional Information Centre. Where required, hold smaller workshops to implement specific actions arising from the Forum. Commence process to employ a person to manage the facility and required training schemes.	Forum held, agreements for Stage 2 tasks and outcomes and draft report prepared. Workshops completed. Interviews completed for Centre Manager.
2	8 weeks: continue forestry mapping project. Initiate and hold workshops to obtain agreement on regional forestry values and development pressures. Identify other industry opportunities within the region to better define information requirements for land use and resource management.	Maps completed for forestry project. Workshops completed on forestry project Other industries identified and forums initiated.
3	8 weeks: undertaken concurrently with task 2. Continue the process of value-adding to the data base with other regional data sets from stakeholders.	Information system development report and production of value-added maps.
4	3 weeks: prepare a report on the outcomes for Stage 2.	Issue of Stage 2 Report.
5	1 week: acquire, install and test any additional hardware	Equipment installed
Total	17 weeks (elapsed time)	Final Stage 2 report discussed with DHRD.

STAGE 3 TASKS

The tasks for this stage will be undertaken as follows:

1. finalise arrangements for the Regional Information Centre as a 'shop-front' operation;
2. engage the Regional Information Centre manager responsible for operating and managing the Centre;
3. develop a detailed Business Plan for the Regional Information Centre and continue to develop, across the region, a better understanding of the Centre's services and the value of the information for regional development. Continue to identify potential users of the system.

4. upgrade the Centre's operation through improving its capability to be *information rich* and directly value-add to regional development. This will include the purchase of smaller ancillary items to enhance the flexibility of the Centre's services and facilitate stakeholders participation in information use, eg. using lap top computers for cooperative field survey work, Global Positioning System (GPS), etc;
5. purchase or obtain other regional data sets not already obtained from local stakeholders/ government authorities. Integrate these data sets and conduct demonstrations about the value of the information to the community and other stakeholders.
6. NOREDO to initiate and organise a forum of stakeholders to review the operations of the Regional Information Centre and prepare a report.

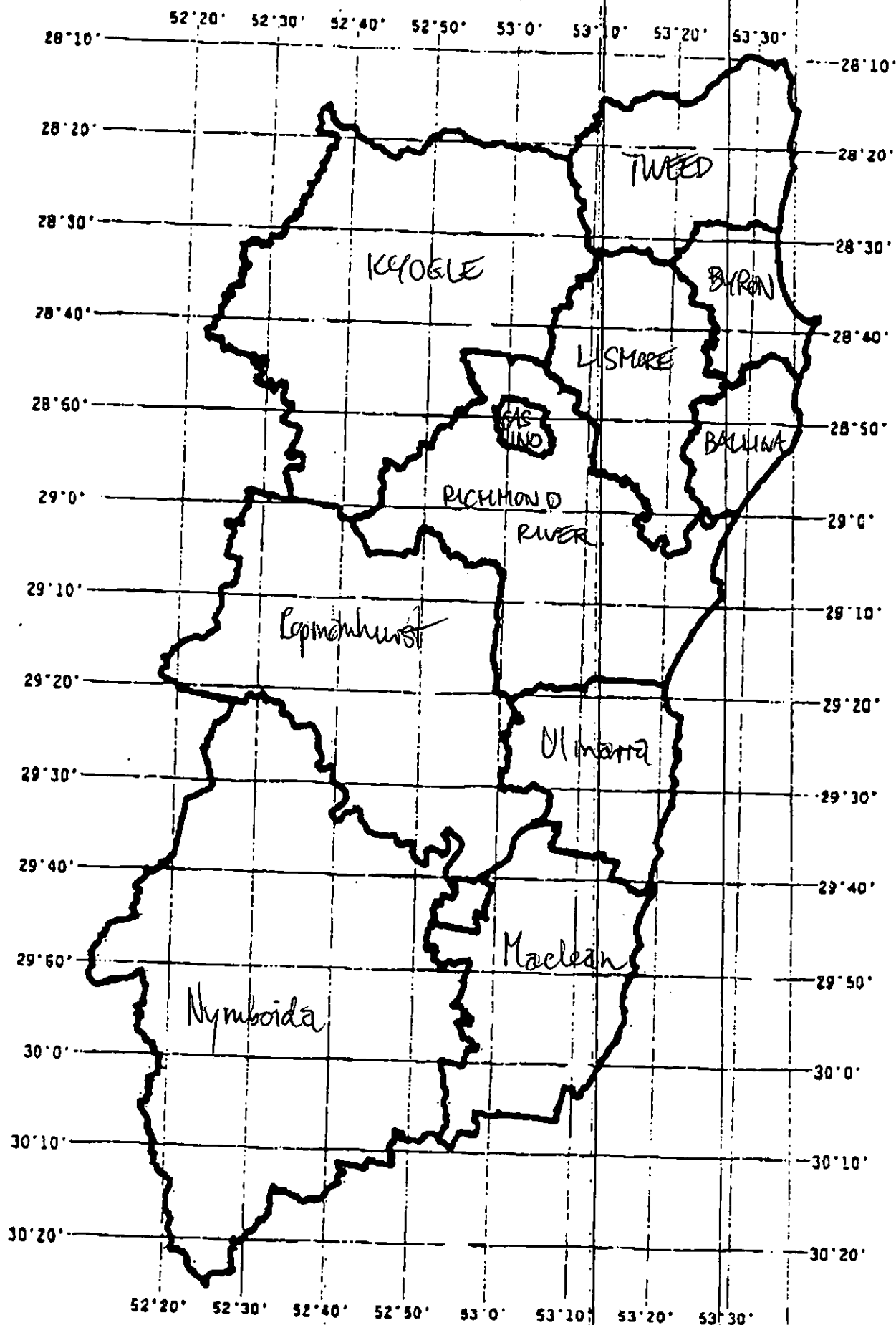
STAGE 3 COSTS

Tasks	Costs	Indicators
Employ NOREDO facility manager and establish Centre facilities.	\$95,000	Employment contract signed and office facilities in place
Staff training in use of computer systems Information management	\$7,200	Finalisation of a Business Plan Staff trained
Acquire additional regional data sets	\$30,000	Mappings reflect new data sets.
Support in data processing of complex data sets.	\$6,500	
Acquire ancillary equipment (lap-top computer, associated software and GPS).	\$35,000	Equipment purchased.
Forums for assessment of operations and continued promotion and education as to the value of the Centre's services.	\$10,000	Reports from forums.
Total	\$183,700	

TIME FRAME AND INDICATORS.

Tasks	Activity (time to Complete)	Indicators
1	3 weeks: establish the Regional Information Centre in its agreed 'shop-front' location.	Centre operating in a functional manner.
2	12 weeks: concurrently with Step 1, employ the NOREDO manager, develop a business plan and train staff.	Employment contract signed, business plan produced and staff trained.
3	8 weeks: concurrently with Step 2, further develop the business strategy for the Centre. Extend promotion of the Centre's services. Expand list of identified potential users of the system.	Business Plan further developed and promoted. Forums held and promotion materials produced. Users lists produced.
4	4 weeks: upgrade the Regional Information Centre with smaller ancillary items such as lap top computers for cooperative field survey work, Global Positioning System (GPS)	Upgrade equipment in place and regional information outputs produced.
5	4 weeks. Concurrently with Step 4. Purchase further regional data sets. Process and integrate these data sets, and demonstrate the value of the information for regional planning and development.	Centre operating and servicing clients
6	3 weeks. NOREDO to initiate and organise a forum of stakeholders to review the operations of the Centre and prepare a report.	Stakeholder's Forum held and report produced.
Total period. 20 weeks.		Final Stage 3 report discussed with DHRD.

Map of Noredo Region, LGA Boundaries



Map Scale 1 : 1 000 000

0 10 20 30 40 50 60 70 80 90 100 Kilometers