



North Queensland Pathfinder Action Plan

'creating jobs for the future to strengthen our vibrant communities'



Created in partnership with the Regional Australia Institute

The Region

North Queensland is one of the most dynamic economic regions in Northern Australia. Its diverse industry strengths of mining, health, education, public administration, tourism and agriculture – ensure that it has the fundamentals for long term prosperity. But, the region has gone through some tough times with traditional industries not creating as many jobs. Transition is needed in the regional economy to deliver new jobs and stimulate regional economic growth.

Transition is about building on the region's diversity and excellent capacity to secure large investment (e.g. the proposed Integrated Sport Stadium and Entertainment Centre, renewable energy and new mines in the Galilee Basin) to ensure there are jobs for the future that will strengthen our vibrant communities. To make this happen the region needs to work together – government, private business and community towards a shared direction. This direction is about local people and businesses being ready for all large investments and growing industries, whether they be in skills, jobs or markets – the region is ready for the next step in growth.

The Regional Economic Development Committee of the North Queensland Regional Organisation of Councils (RED-ROC) is the leading governmental body for economic development in the region and has used the Pathfinder Partnership to develop this action plan to refresh the North Queensland Economic Development Plan 2014 to 2031 (NQ2031).

North Queensland Action Plan

The challenge for NQ is that after strong growth in its economy and population over the last 20 years, things have turned around. Industry growth has changed, new areas for investment are emerging and new capacity has to be built internally to ensure the region is ready to grow for the next 20 years. There is some risk that parts of the region will grow much more strongly than others over the next 20 years, and this risk has underpinned the willingness to prepare this regional Action Plan. The regional approach means that all parts of the region will have the best chance to see the economic and employment growth wanted in their communities.

The NQ Region Pathfinder Project has brought together the knowledge and experience of local leaders and stakeholders to develop a plan, which capitalises on the region's strengths, for the North Queensland Regional Organisation of Councils (NQ-ROC) through its Regional Economic Development Sub-committee (RED-ROC). This project is based on the partnership between The Regional Australia Institute and Queensland Government Department of State Development and Department of Education and Training, Townsville City Council, Charters Towers Regional Council, Palm Island Aboriginal Shire Council, Burdekin Shire Council, Hinchinbrook Shire Council, Townsville Enterprise Ltd and Regional Development Australia Townsville and North West Queensland.

Great Strengths of the North Queensland region



From Action Plan to Strategy

This action plan has been developed through the Pathfinder Partnership using research intensive economic analysis and consultative methodologies to work with local leaders to inform and facilitate decision making about the future of their region based on the best available data, knowledge, local ideas and a clear understanding of the current job environment.

This Action Plan has two supporting documents: (i) Monitoring Plan – which summarises the reporting elements of each priority and project, specifically; who is involved and timeliness of delivery; and (ii) the Pathfinder Technical Report details the methods, stakeholders, economic modelling, business survey results and data used to develop this action plan.

Next steps

The Pathfinder partnership has delivered agreed priorities, projects, stakeholders, performance measures and timelines. This Action Plan lays out these outcomes, and will guide the future efforts of NQ ROC members. For RED-ROC to move this Action Plan to an Economic Development Strategy (this is currently known as the North Queensland Economic Development Plan 2014 to 2031 NQ2031), local endorsement is required.

Local endorsement builds on the involvement by RED-ROC in uniting around this Action Plan, and will see the leaders of each project confirmed and the actions implemented. Continuing endorsement from regional leaders is necessary as economic development in the region is congested with many players, overlapping roles, many government programs and a dynamic landscape with new investment continuing to spawn opportunities. To ensure ongoing endorsement and support, three attributes are critical:

- Projects and KPIs are achievable and within the resources, roles and timeframes available;
- Resources are available for stakeholders to use in implementation in terms of money, time or expertise; and
- Leadership of priorities and projects is clear and supported with a framework which delivers accountability and transparency and is inclusive of the whole region.

This Action Plan provides the blueprint for the RED-ROC Economic Development Strategy, but any strategy will only be as effective as its local ownership and resourcing allows, and we expect projects and priorities to shift and develop as implementation and ownership takes over.



A platform for creating jobs

The North Queensland (NQ) region could lead the development of Northern Australia. It contains the biggest populated city in Northern Australia, Townsville, and is projected to grow its economy to \$20.6 billion gross value added annually by 2031. This cements the NQ region as both regionally and nationally significant.

To deliver on this growth potential RED-ROC has developed this action plan to focus resources on six reinforcing priorities and create an enabling environment which supports broad scale economic development across the whole region. This strategy focuses on creating the environment for local people and businesses to make the most of all future investments – no matter what industry.

The six priorities agreed by RED-ROC to enable regional economic development

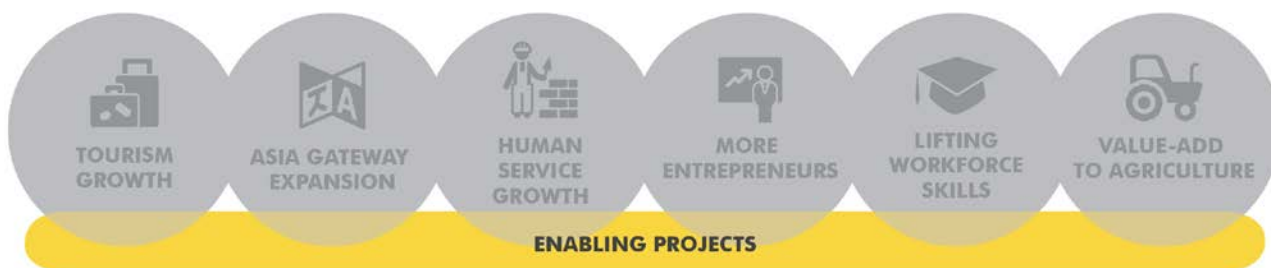


The foundational elements for long term economic development in NQ are found in the enabling projects which continue the roles of investment attraction, industry support in region and regional advocacy. The 6 priorities build on these enabling projects and cover the parts of the NQ economy with greatest potential to provide for long term sustainable jobs and build vibrant communities. These six interacting priorities display a holistic view of the regional economy which supports, through enabling projects, the current industry strengths and opportunities. The priority areas are focused on building capacity in NQ to meet the needs of future workforce and investment. It does this by targeting the growing industries of tourism and human services (e.g. education, health, and defence) and fostering efforts in lifting workforce skills and stimulating entrepreneurial activity. It also recognised that the powerhouse to grow current industry is to generate new markets for products and services by value adding to agriculture, and expanding the region as the Asia gateway in Northern Australia.

The action plan's six priorities focus RED-ROC's efforts on projects that:

- Are achievable and have real on-the-ground outcomes across the region;
- Work in partnership with private business, industry and government;
- Value add to rather than duplicate existing services, networks and efforts;
- Increase investment in and facilitate drivers of growth;
- Facilitate competitive industries; and
- Ensure net economic benefits from all investment.

For each priority area, the Action Plan has identified champions, supporters, projects (with associated stakeholders and KPI's) and builds new capabilities for future workforce needs.



Aim: Position NQ region as the choice for investors in all industries and sectors

Current situation: The NQ region could lead the development of Northern Australia. It contains the biggest populated city in Northern Australia, Townsville, and is projected to grow its economy to \$20.6 billion gross value added annually by 2031. The platform for enabling economic development is in positioning the NQ region as a valued choice for investors. The dynamic economic and political environment requires the NQ region to continuously work together to position itself as the region of choice for state and federal investment and private business.

RED-ROC's role is to lobby and influence government and private businesses to create on-ground investment in the region. RED-ROC chair is the champion for the enabling projects.

Projects.

E.1 Support investment in current industry diversity and strengths, including mining and logistics, by continuing to seek investment and advocating across portfolios and governments, led by TEL and 5 Mayors.

E.2 Advocate to secure water availability and equitable pricing of power to the region lead by TEL and 5 Mayors.

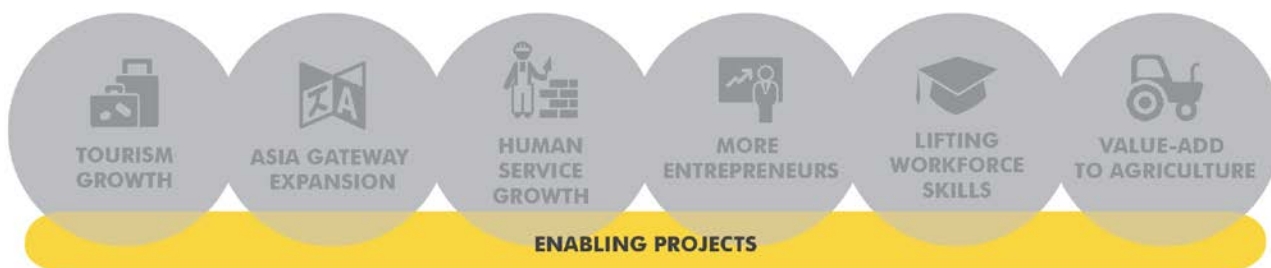
E.3 Establish a power committee to lobby and investigate opportunities such as micro-grid options, initiated by RED-ROC chair.

E.4 Leverage State and Federal Government initiatives through regional policy and plans e.g. NQ Regional Plan (land use), National Freight & Supply Chain Strategy White paper on Developing northern Australia, Defence White Paper etc. implemented by RED-ROC.

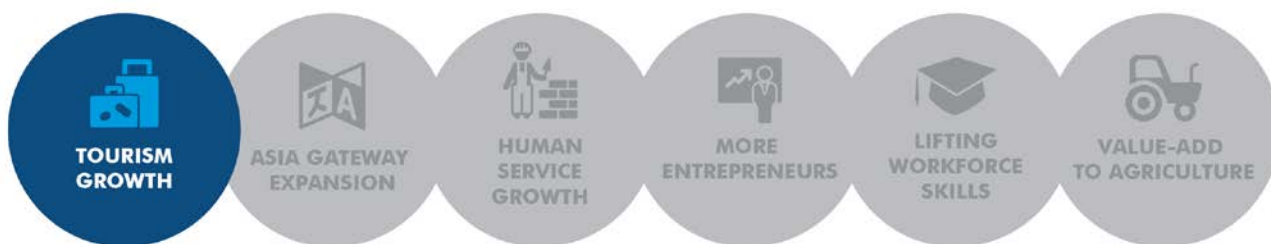
E.5 Test and trial new ways to 'reach' all businesses by new engagement approaches, new incentives – to drive whole of region participation, led by all LGAs.

E.6 Establish Townsville as the Northern Australian capital cementing the Port and Airport as the prime infrastructure gateway with long-term masterplans for growth with connecting freight efficient rail, road and port networks. In conjunction with communication infrastructure and high speed broadband. This is led by TEL and across government.

E.7 NQ regional branding covering NQ lifestyle & products to be considered, ensuring it aligns with current and proposed export, investment and tourism strategies.



Project ID	Lead (Stakeholders)	KPI's and Timeframes
E1	TEL, 5 Mayors	TEL annually to brief RED-ROC with 2-way communications for specific investment initiatives i.e. requests and feedback
E2	TEL, 5 Mayors	On-going
E3	RED-ROC chair (NQEDPN, TEL, Minister)	Early 2017 design plan for resourcing committee and priorities
E4	RED-ROC	On-going
E5	LGA CEOs	Every 6 months an LGA discusses a new 'engagement' approach and what worked or not
E6	TEL (POTL, TAPL, RDA and DTMR)	
E7	RED-ROC Chair (Tourism Working Group (TWG), Trade and Investment Working Group (TIWG), Agriculture Working Group (AWG), TIQ, DSD, Mayors)	TWIG, TWG and AWG to provide recommendation on the need and target for a regional brand by late 2017 Allocate resources accordingly by early 2018



Aim: Grow tourism across the whole region and create 4,600 new jobs by 2031

Current situation: Tourism contributes \$2.4M to the region’s economy every day and supports 4,000 jobs creating a visitor spend of \$662M p.a. in 2013. However, there has been limited investment in tourism infrastructure and significant commercial developments in the past 10 plus years. To grow the tourism industry, key priority commercial projects need to be identified across the region. Local Governments need to take a lead role in ensuring planning policies are attractive to potential investors. New tourism projects are pivotal to addressing the access issues the Townsville North Queensland region is currently facing from an airline perspective both domestically and internationally.

RED-ROC’s role is to deliver internal planning focused on delivering outcomes that allow for commercial investment in tourism projects to be attractive to investors. This priority will be championed by TEL and supported by DSD.

Projects

1.1 Establish a Tourism Working Group

(TWG): to guide this priority ensuring it can deliver on the cross regional aspect, and revisit and update the priorities in the Townsville North Queensland Tourism Opportunity Plan. Along with LGA representatives from across the region, the TWG should have industry buy-in and knowledge that is necessary for the success of this priority. Advice from TEL will determine if the TEL Tourism SAC with regional representation is the best vehicle for the TWG or if RED-ROC forms its own TWG.

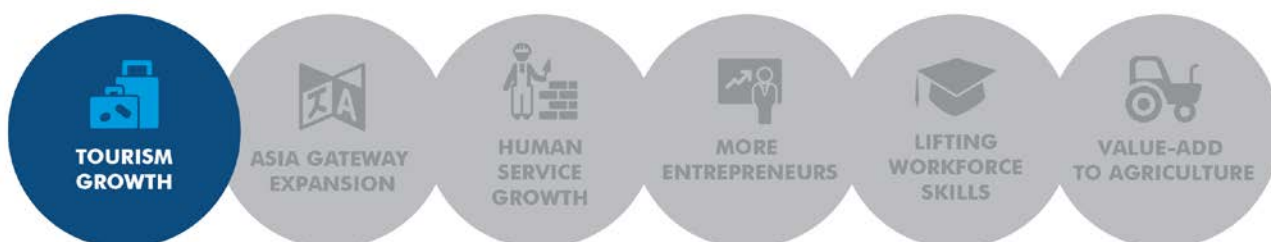
1.2 Support efficient tourism development by reviewing local government planning schemes, sharing best practice on how to deliver timely tourism investment opportunities and preparing a regional tourism investment prospectus.

1.3 Deliver current regional tourism strategies such as: White and Grey Ship

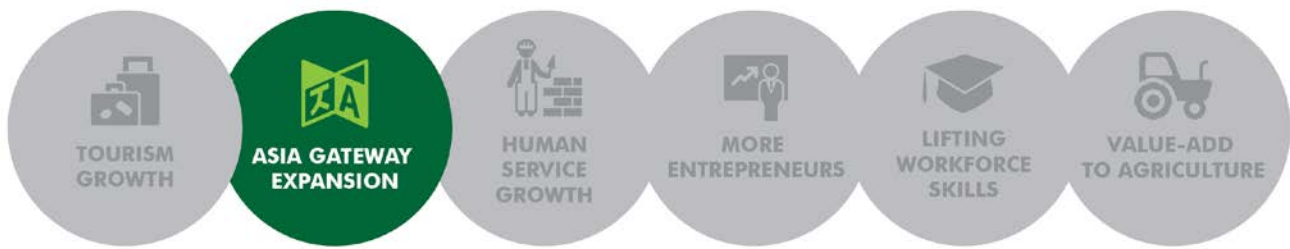
Strategy; and Townsville NQ Destination Tourism Plan (DTP). As per strategy specifics.

1.4 Promote NQ events through: coordination of the current Townsville NQ regional calendar (Australian tourism data warehouse based), campaign for signature events, coordinate regional spinoffs from events, and explore private-public partnerships for events. This will be led by TWG & TEL but requires ongoing support from all LGAs.

1.5 Actively grow regional experiences that align with the EduTourism packages currently being promoted to international university and high school students, and alumni. Led by TEL and the EduTourism Consortium supported by DETI, local tourism providers and regional councils.



Projects	Lead (Stakeholders)	KPIs & Timeframes
1.1	TEL (TEL, Tourism industry)	Early 2017 review current TEL SAC and establish need (or not) for RED-ROC TWG with procedural TOR and action plan 6 month input to RED-ROC with 2-way communications i.e. requests & feedback
1.2	TWG (TEL, All LGAs, DSD)	Review member councils' planning schemes in relation to tourism and share best practice by late 2017 Deliver a regional tourism investment prospectus by early 2018
1.3	TEL (TWG, POTL, TCC, TEL and tourism operators)	As per strategies
1.4	TEL (TEL, TWG, NQEDPN)	Early 2017 regional events calendar operating & up to date Ongoing advocacy of events
1.5	TEL (TWG All LGAs + industry liaison officers e.g. DCO, DETI)	Grow participating student numbers by 20% in 2016/17, Ensure the Townsville NQ EduTourism activities are included in the Queensland International Education and Training Strategy, Ongoing advocacy for a dedicated consultant to manage the EduTourism portfolio across the region.



Aim: Create an additional 5,500 new jobs by 2031 through expanding connections into Asia.

Current situation: The biggest economic growth market for NQ is Asia, broadly defined to include India and the Asia-pacific. The increasing appetite in Asia for Australian products, including produce, education and tourism, is creating opportunities for the region. The NQ region already has a number of enabling policy platforms (e.g. Australia-Singapore Partnership, Northern Australia White Paper and Significant Investment Visa), but NQ’s current penetration into Asian markets is low and efforts in coordination and capacity building are necessary to expand access to Asia and become the gateway.

RED-ROC’s role is to focus on building capacity of people, business and institutions to ensure an expansion of this market opportunity. This priority will be championed by TCC and supported by DSD, TEL and TIQ.

Projects

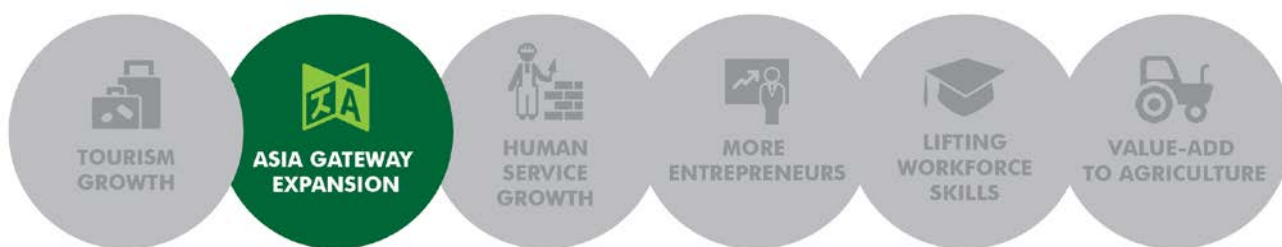
2.1 Create regional opportunities from state and national policies and partnerships by using expert knowledge in DPC and sharing information and opportunities across RED-ROC. Key resources are the Department of Premier and Cabinet (DPC) with support from the Department of Prime Minister and Cabinet (PM&C) and the Office of Northern Australia (ONA) and Regional Development Australia.

2.2 Re-establish the Trade and Investment working group (TIWG) to determine Asia ready needs, design a program of workshops, etc. to develop an Asia ready capacity for small to medium employers (SME), identify opportunities for trade and investment including Sister City, Sister Port and Sister Airport, Trade Mission development plan,

including exchange internships and other key priorities in regional capacity building, identify knowledge and technology exchange opportunities.

2.3 Identify regional opportunities through the defence industry developments and expansion in NQ. Utilise appointed TCC Defence Envoy working with Queensland Government Defence Envoy to identify opportunities.

2.4 Bridge the gap between SMEs needing capital investment and overseas investors seeking Significant Investment Visa (SIV) using TEL and DSD resources and promotional links.



Projects	Lead (Stakeholders)	KPIs & Timeframes
2.1	DPC (NQEDPN, ONA, PM&C, RDA)	6 month input to RED-ROC with 2-way communications for specific policy initiatives i.e. requests & feedback
2.2	TCC (DSD, TEL, TIQ, Austrade, NQEDPN, DPC, Export Council of Aust.etc)	<p>Early 2017 establish procedural TOR and action plan</p> <p>Late 2017 Regional Immigration & Investment strategy</p> <p>Early 2018 run SME and institutional (LGA) workshops on Asia Ready</p> <p>By late 2018 facilitate 20 products into the Asian market</p>
2.3	TCC (All ED officers, Austrade RDA)	Deliver 2 regional job creating initiatives p.a.
2.4	TIQ (TEL & Chambers of Commerce, DSD, Office of Northern Aust., TIQ, TCC, Advance Queensland, TIWG)	<p>SME investment profile in NQ Opportunities by early 2017</p> <p>Advocacy with TIQ, AusTrade, Immigration to include region in SIV promotion material</p> <p>Inclusion on trade missions by end of 2017 to promote SME investment in region</p>



Aim: Increase employment in education and training (3,700 more jobs) and in health care and social assistance (7,000 more jobs) by 2031.

Current situation: High touch and high care jobs like those found in education and health are predicted to be in high demand. Several strategies exist that cover human services in the NQ region including the Townsville Hospital and Health Service Strategic Plan, Department of Health Strategic Plan, NDIS Workforce Strategy and Advancing Education Strategic Plan, but we need to ensure strategies translate into outcomes.

RED-ROC’s role is mainly to track demand and promote the industries as important job generators, while facilitating skills development. This priority will be championed by Charters Towers Regional Council and supported by DET.

Projects

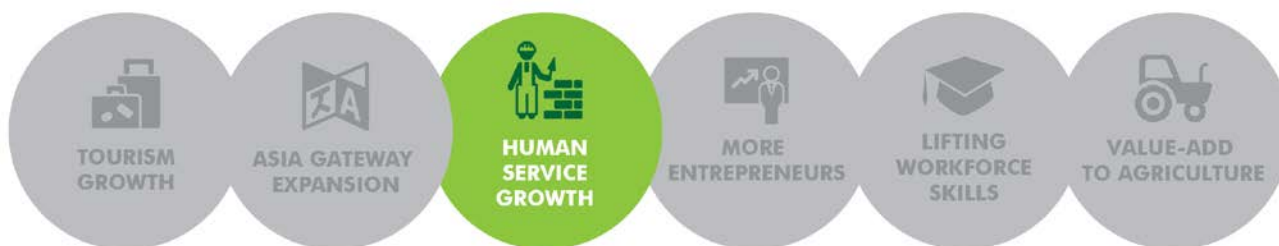
3.1 Promoting the value of these high growth industries to the region – economy & liveability. Establish a working group to use NQEDPN and Councils’ broad reach to educate the community on the importance of these services to job and community growth (through shared resources).

3.2 Assessing demand locally (each LGA) and regionally for education and health industries. These high growth industries require a dynamic understanding of the workforce and skills required in the future, so the region, led by NQEDPN and Councils, must plan for its future workforce.

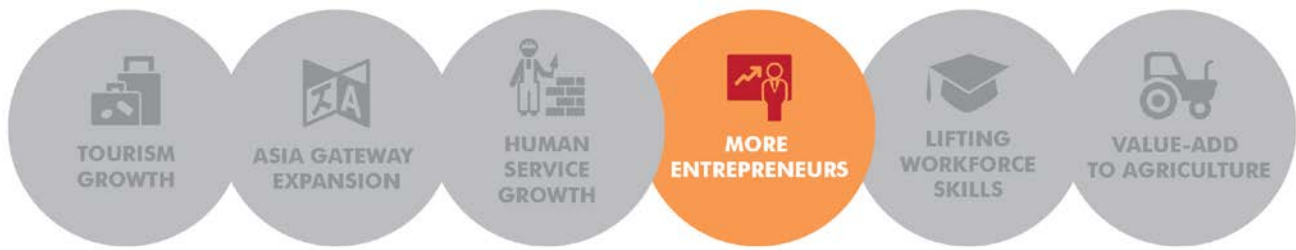
3.3 Partnerships to ensure suitability of training pathways. Led by RED-ROC and DET, the region will build its workforce by partnering with industry to plan ahead on human services employment and skills needs and ensure suitability of training pathways.

3.4 Share council approaches to approving facilities in these industries (e.g. neighbourhood-based residential care). Planning insights and learnings can be shared across the councils to build local capacity.

3.5 Facilitate preparation for NDIS through support for workshops and subsequent activities to stimulate local service provision within each LGA. RED-ROC can use its influence across the region to stimulate local service provision



Projects	Lead (Stakeholders)	KPIs & Timeframes
3.1	CTRC (DET, Councils)	Establish a Human Services Working Group (HSWG). Prepare a TOR and agreed list of actions by early 2017 incl educate community on the importance of these services to job and community growth Fact sheet prepared and circulated mid 2017
3.2	HSWG (Councils, Primary Health Network)	Employment growth projections shared late 2017 Region-wide monitoring of growth for education, health and social services, 6 monthly updates to RED-ROC
3.3	RED-ROC and DET (education, health industry reps)	Future employment needs 6-monthly updates communicated back to employers, DET, schools and community. Updates to inform training pathways to address any skills deficit and ensure workforce demand is met
3.4	Local Government CEOs (NQEDPN)	Planning issues shared mid 2017
3.5	Charters Towers Regional Council (NDIS)	Discussion with NDIA on resources available to support local service provision and investigation of RED-ROC role completed, mid 2017



Aim: Stimulate local entrepreneurs to help create 4,000 new businesses by 2031, employing at least 8,100 people.

Current situation: Entrepreneurs help to build strong regional economies. They transition opportunities into economic outcomes, fill gaps in the market and create new jobs. There are several core assets already established in the NQ region to help support budding entrepreneurs, including AusIndustry, iNQ, the Regional Innovation Hubs Program and the incubation, workshops, seminars and networking opportunities provided through Townsville Business Development Centre (TBDC), Charters Towers Regional Incubator, and the Advance Queensland plan.

RED-ROC's role is to promote entrepreneurship by bringing stakeholders, private business and service providers together, ensuring that initiatives resourced by active agencies are made available across the region. This priority will be championed by TCC and supported by DSD.

Projects

4.1 Establish Entrepreneurship Working Group (EWG) to guide this priority. Led by industry with a rotating mayoral leadership and supported by DSD this group will act as a bridge between business community and RED-ROC, and guide and monitor progress on actions below.

4.2 Collect and share knowledge of who is entrepreneurial in the region. With multiple activities occurring across the region, a sharing of ideas will help to deliver more effective entrepreneurship programs in the future. Led by EWG and NQEDPN

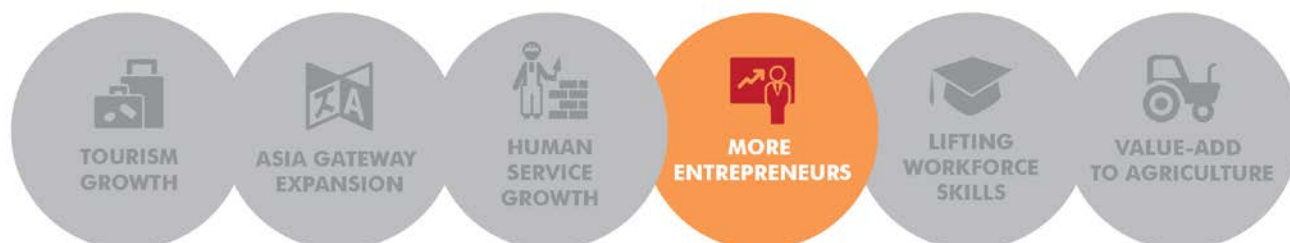
4.3 Regional entrepreneurs campaign, building on 4.2 and steered by EWG, to produce engaging stories about the region's existing innovators and entrepreneurs to inspire a local culture of entrepreneurship, and inspire entrepreneurs and innovators to move to North Queensland through national presentations.

4.4 Provide support through an Entrepreneur Network that is supported by TCC and DSD. This network will upskill the existing network of economic development practitioners, tourism and extension officers to understand the market, and deliver targeted advice to start-up and existing growth-oriented businesses on accessing markets, dealing with regulations and seeking investment.

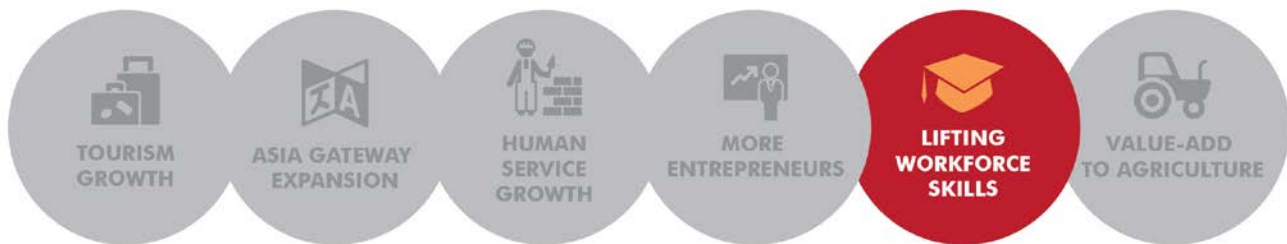
4.5 Create an environment conducive to entrepreneurship by reviewing local government regulations, lobbying state government on restrictive regulations, collective bidding for entrepreneur programs and reviewing procurement procedures. Led by EWG and TCC.

4.6 Deliver Stimulus Gap assessment to determine need for direct stimulus like local seed funds, business plan competitions, school-based entrepreneurship, networks and spaces through EWG.

4.7 Grow Indigenous entrepreneurs through sharing experiencing, mentoring and support. Led by Palm Island with DSD this will focus on sharing stories across the region of success and targeting national and state programs for resources.



Projects	Lead (Stakeholders)	KPIs & Timeframes
4.1	TCC (DSD, representatives from each Council joined by business people individuals, chambers, iNQ, TBDC, Regional Incubator, AusIndustry, DSITI & others)	Early 2017 establish and Entrepreneurship Working Group (EWG) procedural TOR and action plan Each RED-ROC meeting to have a short presentation from an entrepreneur service provider
4.2	EWG & NQEDPN	Ongoing
4.3	EWG & TCC (TEL, Hinchinbrook, Charters, Palm, Burdekin, local chambers, iNQ, TBDC, World Incubator and other business groups)	Prepare six stories Launch online campaign Attend regional and national festivals and events Commence late 2017 Deliver story telling series by March 2017
4.4	EWG (Advance Queensland)	All members of existing network upskilled by late 2017
4.5	TCC to lead and share approach & findings for consideration by the EWG	TCC to review and report by early 2017
4.6	EWG (TEL, DSD iNQ, TBDC, Charters Towers Regional Incubator)	Gap assessment complete by late 2017
4.7	EWG supported by Palm Island Aboriginal Shire Council & DSD (PM&C, DSD, DATSIP, TCC)	Increase by 20% indigenous entrepreneurs upskilling by 2020 Share stories of successful entrepreneurs across all 5 LGA's Invest in 10 Indigenous entrepreneurs by early 2019



Aim: Ensure local people are prepared to meet the increased demand for higher skilled jobs:

- 9,600 more Professionals & managers jobs by 2031; and
- 8,900 more Certificate level skills jobs by 2031.

Current situation: There is a lot of uncertainty about the future of work, but we do know that the demand for skilled workers will increase. Recent initiatives by DET, TAFE, JCU, CQU and other RTOs have been designed to build a skilled workforce that meets local needs. It is important that additional efforts to upskill the workforce focus on skills that will be the most employable into the future. This means that a combination of both specialist and personal skills are essential focus areas.

RED-ROC's role is mainly to monitor local skills needs and aggregate for a regional picture to support advocacy for skills funding. This priority could be championed by TCC and supported by DET.

Projects

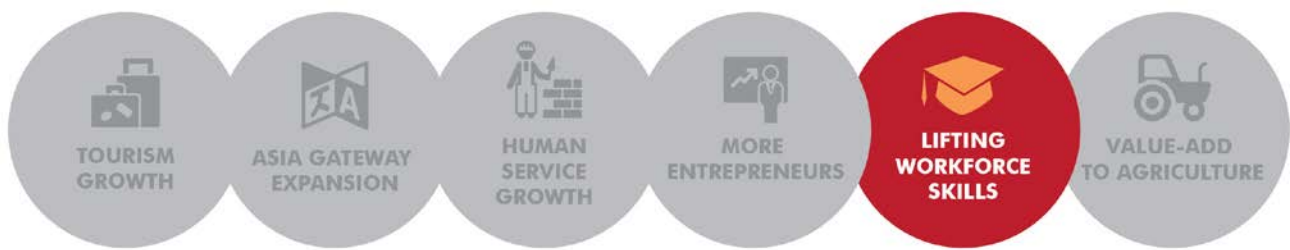
5.1 Monitor local skills needs and aggregate to regional demand. Led by DET and supported by NQEDPN this initiative could foreplan future skills needs through monitoring development approvals and upcoming capital investments to identify gaps in skills and share local funding and upskilling opportunities.

5.2 Work with industry to ensure training meets employer needs and aligns with industry/occupation growth projections. Led by DET, this would help align industry needs with training to meet immediate workforce needs and longer term growth projections. RED-ROC will feed back employer

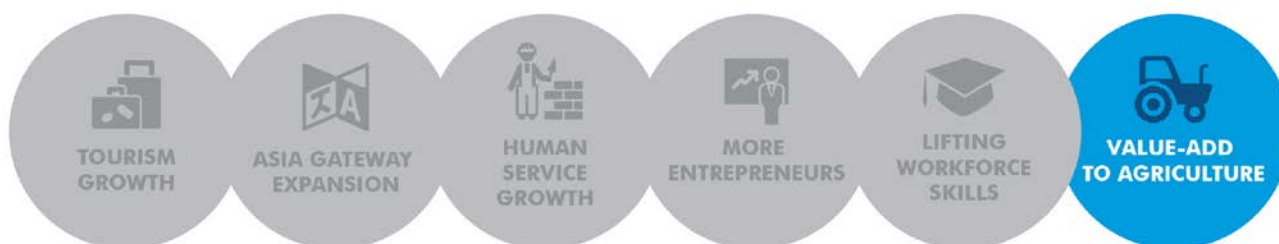
needs to Jobs Queensland to inform their advice to government on skills demand and future workforce planning for NQ.

5.3 Councils to lead by example, comparing staff skill development practices and sharing across region. Councils to share learnings and opportunities across the region to enhance local capacity.

5.4 Add skills component to local engagement with older residents throughout council operations e.g. Burdekin's Seniors Advisory Group.



Projects	Lead (Stakeholders)	KPIs & Timeframes
5.1	TCC (DET, NQEDPN)	6 monthly aggregated reporting to RED-ROC
5.2	DET (NQEDPN, industry groups)	6 monthly reviews by each LGA aggregated up to summary of regional employer needs. Reviews shared with Jobs Queensland.
5.3	Local government CEOs (NQEDPN)	6 monthly updates to RED-ROC
5.4	Local government CEOs Councils	Mid 2017



Aim: Increase agricultural industry through growth in the value chain of production to create 8,100 new jobs by 2031.

Current situation: In 2013 the Agriculture, Forestry and Fishing sector employed 3,000 people (3% of NQ region population) and the gross value of agricultural production (GVAP) was \$968million. Primary production in agriculture, aquaculture, horticulture and forestry are core to regional viability, along with boutique farming initiatives. However, efficiency increases, innovation and advances in technology are seeing a decline in employment in agricultural output, meaning future growth will be seen in the value chain of agricultural production. Future efforts to ‘value add to agriculture’ are around identifying and delivering on opportunities to decrease the risk of declining agricultural production and differentiate product, increasing the contribution it makes to the region.

RED-ROC’s role here is to build the region’s natural advantage by enhancing the value adding available to locally grown products through education, coordination and investment opportunism. This priority will be championed by Hinchinbrook Shire Council and supported by DAF.

Projects

6.1 Re-establish the agricultural working group (AWG) to steer this priority area. Led by a rotating mayoral leadership this critical group will build on the past success and strengthen its impact through strong leadership, a clear working action plan, cross regional engagement and clear deliverables.

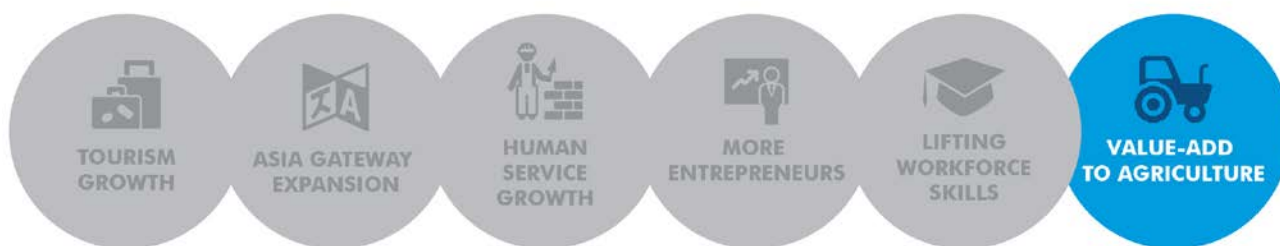
6.2 Lobby government for strong regional outcomes such as (i) consistency in decision making across development pathways and approvals – leading to a deemed approval in 12 months and (ii) quality assurance on research of agricultural run-off to the reef.

6.3 Grow access to post-harvest and value adding opportunities, including tourism, such as identifying a range of post-harvest

processes and raising awareness about new ways of value adding to food.

6.4 Raise broader tourism and community awareness around celebrating local food e.g. branding a unique local food cuisine. Working with the TIWG on capacity building of producers and identifying growth opportunities.

6.5 Design case management of agriculture investment to upskill producers, identify roles and pathways for investment into agriculture in NQ and identify roles and pathways for exporting from regional agriculture producers. Working with TIWG, Agriculture Working Group and Port of Townville’s supply chain committee.



Projects	Lead (Stakeholders)	KPIs & Timeframes
6.1	Hinchinbrook SC (DAF)	Early 2017 establish the Agricultural Working Group (AWG) procedural TOR and action plan
6.2	AWG (Local government CEOs)	Continual In 12 months have integrated land use plans and policies that support diversification in agri-tourism areas (e.g. renewal energy, accommodation, new crops)
6.3	AWG & TWG	Deliver 2 mobile road shows on value adding to agriculture for food Send 2 'missions' across Australia to promote & sell 'regional flavours' to Australians and tourists Early 2018 trial experimental delivery of off-farm value adding including – new processing, new products (e.g. ethanol, fiber board, 'regional flavours') in 4 markets across the region
6.4	AWG (DET, TEL, DAF, Councils)	Late 2017 action plan on how to engage with producers Mid 2017 engage with Agribusiness Gateway to Industry Schools Program Mid 2019 20 SMEs across the 5 LGAs upskilled In 24 months 5 new agri-tourism products in the Townsville NQ region
6.5	AWG, TWG & TIWG (POTL, TIQ, DAF, DSD, All LGA CEO, DPC,...)	Design point of contact and pathways for inward ag. investment across the region Design point of contact and pathways for exporting out of region Deliver 'invest in NQ' agriculture brochure late 2017

Find out more

The Pathfinder Action Plan is led by RED-ROC through the Pathfinder Partnership, with support from the Department of State Development. Further information can be sought directly from any of the RED-ROC members for general enquires or for direct project initiatives and the lead agency.

List of acronyms

AWG	Agricultural Working Group	RDA	Regional Development Australia Townsville and North West Queensland Committee
CEO	Chief Executive Officer	RED-ROC	Regional Economic Development Sub-Committee of the North Queensland Regional Organisation of Councils
CQU	Central Queensland University	RTO	Registered Training Organisation
CQU	Central Queensland University	SIV	Significant Investment Visa
DAF	Department of Agriculture and Fisheries	SME	Small to Medium Enterprise
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships	TAFE	Technical and Further Education
DCO	Defence Community Organisation	TAPL	Townsville Airport Pty Ltd
DET	Department of Education and Training	TBDC	Townsville Business Development Centre
DETI	Department of Education and Training International	TCC	Townsville City Council
DSITI	Department of Science, Information Technology and Innovation	TDDI	Tourism Demand-Driver Infrastructure
DPC	Department of Premier and Cabinet	TEL	Townsville Enterprise Limited
DSD	Department of State Development	TEL SAC	Townsville Enterprise Limited, Strategic Advisory Committee
DTMR	Department of Transport and Main Roads	TIQ	Trade and Investment Queensland
DTP	Destination Tourism Plan	TIWG	Trade and Investment Working Group
ED	Economic Development	ToR	Terms of Reference
EWG	Entrepreneurship Working Group	TWG	Tourism Advisory Committee
GVAP	Gross Value of Agricultural Production	VFR	Visiting friends and relatives
HSWG	Human Services Working Group		
iNQ	Innovation North Queensland		
JCU	James Cook University		
KPI	Key Performance Indicator		
LGA	Local Government Area		
NDIS	National Disability Insurance Scheme		
NQ	North Queensland		
NQEDPN	North Queensland Economic Development and Practitioners Network		
NQ-ROC	North Queensland Regional Organisation of Councils		
ONA	Office of Northern Australia		
PM&C	Prime Minister and Cabinet		
POTL	Port of Townsville Limited		