



COVID-19 RESPONSE



PREMIER'S ECONOMIC & SOCIAL
RECOVERY ADVISORY COUNCIL

Regional Roundtable



Introduction

During this last phase of its work, PESRAC is looking to develop practical recommendations to the Government, business and the general community that will deliver outcomes over the next 2-5 years to rebuild from the impacts of COVID-19.

This is requiring PESRAC to consider matters that are based in the future - to look over the horizon and deal with the uncertainty that is ahead of us in relation to future of COVID-19, and its impacts on Tasmania.

A key component of PESRAC's consultation process is a workshop-based exercise looking at the medium and long-term consequences of COVID-19.

We conducted 9 workshops with a range of 'clusters of interest' to examine the consequences, constraints and opportunities that two different COVID-19 scenarios could hold for Tasmania in 2023.

The clusters were:

- ◆ Agriculture, food and beverage
- ◆ Infrastructure and logistics
- ◆ Tourism, hospitality, heritage and culture
- ◆ Retail, SMEs and professional services
- ◆ Mining, manufacturing, forestry and construction
- ◆ Services to people
- ◆ Community development and civic society
- ◆ Education, skills and job services
- ◆ Energy, circular economy and blue economy.

The workshops were based on a creative thinking methodology developed by the University of Tasmania, designed to deliver creative/stretched thinking.

Through the workshops, we explored 5 themes:

- Future economic activity
- Workforce readiness and skills
- Access to the basics
- Physical and mental health
- Community and connection

The outworkings of the 9 workshops are available on the PESRAC website (www.pesrac.tas.gov.au).

The opportunities identified by the cluster participants are a mix of desired outcomes, broad concepts and in some cases, specific measures/responses.

As part of our process, we asked the participants in each workshop to highlight which of the opportunities identified in their workshop they considered to be key. There was no limit imposed on how many opportunities individuals could nominate.

This document brings together those opportunities identified as 'key' by workshop participants. Those opportunities are the perspectives of workshop participants, not the view of PESRAC or the Secretariat.

The task ahead of PESRAC is to formulate a range of specific COVID-recovery recommendations for its final report in February 2021 - which will involve contemplating the opportunities identified by the cluster workshops, as well as considering other submissions and information provided to PESRAC.

One key consideration for PESRAC is understanding the perspective of regional Tasmania on the opportunities identified by the 9 cluster workshops. PESRAC is mindful that there are very real differences for regional Tasmania relative to urban and city areas, and accordingly, has decided to conduct three roundtables specifically for regional Tasmania.

The regional roundtables we are conducting will take these cluster-identified opportunities, and seek input on:

- the relative priority of the identified opportunities for regional Tasmania - which ones ring truest for regional Tasmania and why;
- any specific implementation issues that are important for regional settings for the opportunities identified by regional Tasmania as a priority; and
- the role of regional Tasmania in implementing any of the key opportunities.

Summary of Key Opportunities from the 9 Clusters

Chapter 1 - Economic Activity, Investment, Confidence and Jobs

- Build on Tasmania's competitive advantage
- Build on Tasmania's Brand
- New markets and opportunities
- Population growth and diversity
- Environment - asset and social/economic benefit
- First-class quarantine arrangements
- Business growth opportunities
- Improve, increase and expand inter-industry collaboration
- Business resilience
- Foster and support an entrepreneurial culture
- Labour Mobility and Flexibility

Chapter 2 - Education, Skills and Job Readiness

- Industry led training
- Job matching - aligning students, employers and training
- Job ready Tasmanians
- Education delivery

Chapter 3 - Access to the Basics

- Access to appropriate and affordable housing
- Access to healthy food
- Digital connectivity - access to participate in the modern world
- Access to transport

Chapter 4 - Physical and Mental Health

- Tackle mental health at community level
- New service delivery models

Chapter 5 - Community Connectedness

- Community engagement and leadership
- Community connection

Chapter 6 - Public Sector Adaptation

- State Government
- Revised funding models
- Local government

Chapter 7 - Planning, Building and Permitting Processes

Chapter 8 - Look Outwards, Not Inwards

Chapter 1 - Economic Activity, Investment, Confidence and Jobs

Build on Tasmania's Competitive Advantage

- Build on Tasmania's competitive advantage - particularly our fresh and salt water resources, renewable energy resources, low/negative carbon footprint, fertile agricultural land, minerals, natural environment and cultural heritage. In the past we have often considered our Island States as a challenge/disadvantage, but COVID-19 has highlighted many benefits.
- Capitalise on our geographic location, as this represents an opportunity that cannot be easily competed away. Promote opportunities that would benefit from our relative isolation and position - examples of these included; a polar network and gateway, the southern ocean and defence, and develop world leading capabilities for dealing with disease outbreaks, natural emergencies.
- Change the production model for agriculture to implement new production techniques and develop ways to increase productivity and mitigate against the potential labour shortages arising from COVID-19. One way of delivering this would be to invest in research and technology, for example by establishing a Cooperative Research Centre (CRC) for agri-tech in Tasmania (similar to the Blue Economy CRC). Build closer relationships between the University of Tasmania, industry and the Government to leverage the skills and knowledge that resides in Tasmania for the State's overall benefit.

Build on Tasmania's Brand

- Build on the current opportunity to market Tasmania as the 'ideal state' to live and work - promote it for its natural attributes, sustainability credentials, and social and economic infrastructure. Capitalise on the idea of a 'Tasmanian safe bubble' being an ideal place to work remotely and establish/relocate businesses. Effective ICT infrastructure is key: full digital coverage across the State.
- For the 'white collar sector' COVID has demonstrated that people can work remotely, yet live in Tasmania because of its lifestyle opportunities. Once Tasmanian-based firms were seen to be at a disadvantage to mainland competitors when bidding for mainland work. However, with the improvement in, and shift towards, on-line ways of conducting day-to-day business (e.g. meetings), the disadvantages of being physically remote from clients has been eroded, yet the lifestyle advantages of being in Tasmania have increased.

- '*Premium-ise*' the Tasmanian brand - people will want to come here, recognise what we have and seek for people to pay for the privilege to access it. Tasmania is not 'for sale'. Encourage super high value at premium end, though a sustainable model that preserves quality of environment and heritage assets. We can't get desperate and prostitute what is special (our environment and heritage) in search of short-term economic opportunities – the global and national economic situation is going to improve over time, so don't sell Tasmania short now in pursuit of short-term opportunities. This will provide aspiration for Tasmanians to leverage what we have and build our future.
- Tasmania needs to embark on a strategy of increasing the value of its tourism and cultural capital. We should shift from a perspective of increasing the level of activity, towards increasing the value of that activity. Tasmanians need to understand the real value of 'what we've got' and not 'sell ourselves short'. If people want access to Tasmania, they will need to pay a premium for doing so (and they will, it's just that we don't value it highly enough ourselves).
- There is an opportunity to capture former Tasmanians interest in potentially returning to Tasmania, based on remote working. Where couples/families are attracted on the basis of one member 'returning', Tasmania will benefit from multiple family members returning with skills already developed (e.g. a returning IT worker may bring a qualified nurse/teacher as their partner). Diaspora and remote working go together - keep the remote job and live in Tasmania. Demonstrate and market Tasmania's cost of living advantages.
- Build the capacity of Brand Tasmania as it has the potential to play a larger and important role in creating awareness and stimulating demand for Tasmanian products/services (and telling stories - celebrating successes).
- Create a "Tasmanian Standard", which builds on Brand Tasmania and provides consumers of Tasmanian goods/services with clarity around a set of standards that certified/accredited Tasmanian organisations have met. The concept is simple and well established (e.g. better cotton initiative, organic certification, etc.). It would enable organisations to receive accreditation if they meet a range of 'commitments' that relate to factors that align with Tasmania's Brand, which could include for example - measures relating to renewable energy, carbon emissions, waste management, workforce, etc.
- Implement product traceability, which would help to build awareness and promote Tasmanian produce - as consumers are increasingly interested in product origin and the 'story behind the product'. This would build on Brand Tasmania initiatives.

New Markets and Opportunities

- Improve our understanding of market segmentation for Tasmanian products and services - through information provision and mentoring. This may help to diversify into new products/services in response to changing preferences and market demands; and also may help in the marketing of some premium products and 'repositioning' of other premium products.
- Prioritise value-add opportunities across multiple sectors, and explore opportunities for collaborative investment across industry in different parts of the value chain. In particular, further strengthen relationships between the University of Tasmania, industry and the Government to leverage the skills and knowledge that resides in Tasmania for the State's overall benefit. Better collaboration can also address supply chain and market access issues. Recognising potential competitive tensions within single market/sector, this might be best developed by working across sectors.
 - One potential approach for improving collaboration could involve establishing a 'mind hub' (virtual and real) which is designed to help problem solving across sectors and progressing business ideas/concepts; such as opportunities for process waste/recycling on-island.
- Develop a new hydrogen production industry based on renewable energy, firstly to provide a secure supply of hydrogen to Tasmania and secondly to supply export markets.
- Create new start-ups in the circular economy - starts with government investment in waste reform. Adopt the EU circular economy model to improve Tasmania's environmental credentials and stimulate investment in new industries.
- Use available technology for resource recovery from landfill, mining slag and other waste streams. This should be done as part of a national strategy.
- Encourage both the Australian Government and companies world-wide to use Tasmania a test-bed for innovation. As a small island state we have unique piloting attributes.

Population Growth and Diversity

- Tasmania will have an opportunity to take advantage of its geographic characteristics to develop world leading capabilities for dealing with disease outbreaks, emergencies and economic shocks. Tasmania can develop rapid adaptability so that regions can be self-sufficient when necessary, with satellite economies that support themselves when required but also form part of a stronger Tasmania overall. Pivoting to online business activities will be integral to these opportunities.

- Attract high wealth individuals to live and invest (and share their skills and knowledge) in Tasmania, by promoting our strong COVID performance and our reputation of being a safe/green place to live and invest.
- Tasmania should explore ways to bring new international students into the State safely (including assessing options for direct flights with COVID-safe countries), without imposing inhibitive costs on individuals and provide support for skills and employment during and after study.
- Education providers could develop courses to teach business skills to international students, to support them to commercialise their professional skills and start businesses during study and after graduation.

Environment - Asset and Social and Economic Benefit

- In a post-COVID world, Tasmania's sustainability credentials and safety are among our best assets and they can be enhanced further. But they must be tied to lowest cost energy and competitive taxes to attract investment, and therefore skills and young people.
- Transition into sustainability should be actioned as a clear and key policy. Opportunities include:
 - attracting investment by promoting cheapest (clean) energy in the country; an attractive tax structure, and opportunity to produce 'green' products;
 - developing better electrified public transport to offset old car fleet; and
 - ensuring our environmental claims are authentic - invest more in sustainability practices both government and industry.
- Support the creation of new start-ups in the circular economy - this starts with government investment in waste reform. Adopt the EU circular economy model to improve Tasmania's environmental credentials and stimulate investment in new industries.
- Support Tasmanians onto career pathways that build the local expertise needed to support growth in the renewable energy, circular economy and sustainability sectors.
- Enhance and promote the 'Antarctic gateway' concept and boost it with circular economy activities, providing waste processing services and remanufacturing for other countries.

First-Class Quarantine Arrangements

- Maintain an ultra-premium tourism offering - target 'iso tourism' for high wealth individuals. Luxury experience to commune with nature in boutique isolated places. This could keep premium tourism opportunities alive under a scenario B outcome.

- There could be opportunities to offer deluxe high-end rehabilitation services/facilities in clean/safe/natural Tasmanian settings. These expensive services could then subsidise the same service for locals.
- Develop a 'border control' strategy for Tasmania, which provides a better quarantine system that is safe, secure and more fun than the current arrangements. The key is to have a quarantine system that protects Tasmanians from importing COVID-19 to the State but does not act as a deterrent to travellers and migration. Make Tasmania's premium quarantine arrangements a source of competitive advantage to attract globally mobile people.

Business Growth Opportunities

- Ensure appropriate resources are available to assist businesses with compliance, where appropriate, in a supportive (educational and facilitative) manner rather than focussing on the enforcement/punitive end of compliance. During COVID-19 businesses received valuable support and guidance in relation to implementing relevant health/safety regulations (such as implementing COVID-19 safe plans) and this approach to compliance should continue across many regulatory portfolios.
- Refocus the role of the Coordinator-General to building local businesses, and lower priority on attracting new business from other places.
- Promote better collaboration between business on major capital items to leverage assets and share them.
- State and Local Governments need to ensure that projects (all sizes - small, medium and large) are implemented as a high priority rather than being subject to ongoing and drawn out public debate.
- Regional projects should be leveraged to develop a local skill base to support local employment instead of importing skilled workers, wherever possible. Local talent needs to be retained in Tasmania, which will require diversity in career opportunities across all sectors in Tasmania's economy.
- Review the conditions for lending through the Tasmanian Development Board (TDB) to reflect the unique situation created by COVID-19, and expand the amount of financing provided to Tasmanian businesses through TDB.

Improve, Increase and Expand Inter-Industry Collaboration

- Continue the bold government leadership and collaboration, as displayed during early COVID-19- with less fear and effective partnering with industry. For example, government has provided practical help, assistance and programs to business/industry, and has not feared failure. There has also been an increased focus on working with industry to identify problems and develop and implement solutions collaboratively.

- Industry participants should join-up and present an integrated and internally consistent set of needs/views to Government, rather than a sub-sector by sub-sector approach. It could resolve some of its internal priorities and present a clearer refined needs analysis to Government (perhaps reducing, from the Government's perspective, some of the challenges and trade-offs that Government itself finds hard to grapple with).
- Improve, increase and expand inter-industry collaboration, with the aim of sharing market development intelligence and opportunities to support market diversification. Recognising potential competitive tensions within single market/sector, this might be best developed by working across sectors (e.g. lessons and experiences, contacts and relationships gained in seafood market development being passed to fruit and vegetable exporters).
- Integration is key - integrate arts and creative sector into the Tasmanian brand and sense of place. Closer cooperation and integration between tourism, hospitality and the creative and cultural sector. Integrate a series of events for continuity. On-line collaboration. Shift the perspective of what 'arts and culture' as part of everyday life.
- Cross-pollination of local industries, bringing together hospitality, producers, organisers and performers to collectively drive events with a local community and Tasmanian focus. For example, event organisers can focus on sourcing from local suppliers and forming partnerships with relevant businesses and producers.
- Enhance the interconnectedness of Tasmanian industries - primary producers, hospitality, tourism operators, the arts and event organisers.
- Explore opportunities to share assets, skills, resources and equipment across businesses and sectors - which can help to foster cooperation, facilitate innovation and share costs.

Business Resilience

- Help build business resilience by sharing the lessons learnt through COVID (i.e. collaboration, diversification, resilience, innovation, etc.) through case studies and/or mentoring.
- Provide support to businesses - particularly assistance that aims to help with risk factors that can create mental health and/or situational distress. Many agricultural businesses have demonstrated resilience, and are supported by valuable services such as Rural Alive and Well (RAW). There may also be opportunities to learn from and expand RAW type services beyond the rural areas.

Foster and Support an Entrepreneurial Culture

- Establish an Office of the Chief Entrepreneur in Tasmania - this could help to change Tasmania's 'traditional' mindset to one that is dynamic and innovative, creating a hub start-ups and new industries to develop.
- Tasmania has an opportunity to become a hub for technology start-ups, which could be supported by a Chief Entrepreneur Office to progress innovative and dynamic initiatives, as has been done in other jurisdictions. To maximise the opportunities from technology, access across the State should be ensured by addressing issues such as infrastructure, bandwidth capacity and peak performance, equality of access and demographic constraints.
- Learning should promote entrepreneurial skills and be treated a lifelong undertaking.
- Develop entrepreneurial skills in education - teach young people the skills they need to turn their 'side hustle' into an income stream. The creative industry is all about monetising a side hustle. Fund community-based side hustles that already there.
- Embed innovation governance model into business - supported by Government and delivered by business. Innovation is a culture, and we need a systems-based approach (note: there are a variety of established innovation governance models to draw on including Lean, Agile, Design Thinking, Innovation Accounting).

Labour Mobility and Flexibility

- Promote awareness about job opportunities in the agriculture sector and develop a new labour model, based on a 'joined-up up' agriculture sector, in which a variety of seasonal/sector roles are packaged together to deliver a full-time 'job package'. A central employer could take on training and skills component, which could fill the gaps between seasonal works. A similar model could apply in the events sector, and other sectors that have 'seasonal' work.
- Seize opportunities to better-connect skilled labour to where the jobs are - by addressing barriers to labour mobility. This may involve:
 - targeted training (focussed on providing transferable skills and aligns with industry needs) that recognises prior learning, rather than 'starting from scratch';
 - modifying the TAFE system to enable displaced workers in one sector gaining skill/sets micro-credentials/skillsets to enable them to more rapidly shift into other sectors (effectively recognising prior learning and existing skills, rather than requiring everyone to start 'at the beginning' in gaining a qualification); and more easily multiskilling in order to minimise the impact of 'siloes' employment conditions.

- Work towards creating an industrial relations setting that enables business to open and trade when the business is there, but also flexibility for individuals to manage their own work/life balance.

Chapter 2 - Education, Skills and Job Readiness

Industry-Led Training

- Training needs to move towards a model that is industry-led, especially for vocational skills and trades, with the primary focus to build Tasmania's workforce capability for the future and to support people to establish career pathways. Content must be relevant to developing the skills required for actual jobs, which requires strong partnerships between training organisations, industry and employers; and increasing the capacity of people from industry to deliver training.
- Industry needs 'business ready people'. We need micro training, not broad based training - specific skills that businesses need. This is not about producing certificates, but about real results. The training delivered needs to be industry-specific and identified by the business community. TAFE doesn't understand what industry really wants, and this needs to be addressed. Industry needs more narrow and micro-training specific to their own processes. TAFE courses are generally too broad. There needs to be an industry-led model to identify what specific skills are required, and then, these need to be delivered.
- Tasmania should focus on developing its intellectual capital to support local industry with the availability of local skills and expertise to reduce our reliance on importing knowledge from elsewhere. This could be facilitated by: identifying skills/services that we currently import and skill-up locals to do those jobs; and/or attracting specialist/expertise to relocate to Tasmania.
- TAFE and the VET sector needs to deliver training on schedules and in settings that better meet industry needs (e.g. evening delivery or weekend delivery).
- We need to incentivise business leaders get involved in training to drive innovation. Opportunities include:
 - R&D and training incentives - foster investment and people development, including specialist training/upskilling and re-certification. Incentivise training investment aligned to Tasmania's principles (e.g. sustainability);
 - business has a role to play to enable more worker balance: e.g. part-time work and study;
 - consider training/social investment tax offsets; and
 - tax simplification (remove tax refund red tape introduce full exemptions, e.g. for apprentice payroll tax).

Job Matching - Aligning Students, Employers and Training

- Use regional job hubs/networks to bring together advocates, students, industry and professionals to provide jobs guidance and matching. Jobs matching services need to connect with local industry AND need to understand individual aspirations (Job Networks are transactional). Advisors need to be unbiased and not subject to perverse incentives. In each region there should be one single hub/network that: inspires students, gives career advice and does job matching. Also enhance the capabilities of schools to teach students about job demand, opportunities that exist and how to get there (pathways).
- Introduce a 'first job' guarantee. This wouldn't necessarily be a traditional 'job', rather a package of work experience, skill acquisition and income. This could be supported by a national service type model - engage with unemployed and channel into a process that provides meaningful work/volunteering, and skills development (not necessarily based around military service, but could be through the State Emergency Service given the increase in natural disasters, or through environment-based initiatives, such as Landcare).
- Support independent skills advisors for businesses to help them determine future skills needs and purchase training.
- Establish a model/approach that helps businesses tap into the skills and knowledge of retired Tasmanian and returning expats.

Job Ready Tasmanians

- We need school leavers to have a better understanding about business, business culture and to be ready to engage in the sector. We need to move past the image of business as being 'evil', but as a source of real community value.
- Make work experience in schools and career exploration in schools mandatory. Better-equip students with an understanding of current and future opportunities and assist their thinking about their future, so that they are better prepared.
- More effort needs to be given to provide late-years students a better understanding of what 'jobs' are like - educating students ahead of work, to understand what work is and what occupations really look like. This will help to prepare youth for being job ready
- Make VET in schools mandatory - school leavers would exit with a VET qualification.
- The community needs to rebalance the perceptions of value of university-level education and that of VET, to re-encourage young people to consider a vocational career path.

- Focus on retaining our young people and providing them with better information and career pathways in order to stay in Tasmania. This should include reposition young people's thinking about careers in 'trades' and the community support sector whilst they are in the education system.
- Find new ways of bringing young people into networks to find paths into employment, or other outcomes. Recognise that Tasmania operates on the basis of personal relationships, introductions and networks. Instil into Tasmanians a sense of commitment to using networks for the benefit of young people - e.g. the local community has the task of finding work for its young people, rather than this being the responsibility of government (or the young person individually).

Education Delivery

- Education will play a key role in Tasmania's future. We need to rethink our approach to education and overhaul the models we use to deliver it. Changes to digital delivery need to be captured and leveraged where they work well. Take advantage of learning from COVID-19 in our educational space to capture the benefits of adaptive and flexible learning models and use this to address the educational disadvantage Tasmania currently faces.
- Improve on-line education opportunities and focus on both pastoral care from teachers, and specialist focus on the development of the on-line content, rather than having classroom teachers trying to do both.
- Take the opportunity to change the delivery of education that better suits student learning styles. Recognise student adaptability to on-line learning, and the possibility of on-line learning to improve the educational outcomes for some individuals.
- Listen to youth in designing the future of Tasmania.

Chapter 3 - Access to the Basics

Access to Appropriate and Affordable Housing

- Develop a Housing Policy that is comprehensive and considers the old, young, rich and poor. For example, there are currently many elderly households with more bedrooms than they need and these large houses can be difficult maintain. These households may downscale if they had appropriate accommodation to buy and move into. There is a lack of appropriate housing for people wanting to downscale. There could also be housing options for lonely people living alone - creative house-sharing models could be explored, including assessing the potential use of surplus building stock as share houses. Also small houses/granny-flats may be manufactured and installed on residential properties to help overcome the housing shortage issue.
- Repurpose existing buildings for housing - long term affordable housing is a critical basic need for people to be able to be an engaged and productive member of society. A review of office space and planning restrictions could help to re-purpose under-utilised office space, which could potentially be used for affordable housing.

Access to Healthy Food

- Community gardens should be supported. They could help to: deliver emergency food; help build community/individual resilience, knowledge and skills; and present business opportunities for the use of the local fresh produce.
- A self-reliant Tasmanian-focussed economy could help us look after and care for each other. Part of this approach could involve a focus on growing food (and teaching people to grow food), selling food locally, and providing local food relief.
- Develop an Eat Healthy Campaign. A successful campaign could assist in increasing food production, skill development, community engagement and also physical and mental health.
- Pop-up food and retail opportunities need to be enabled. Local government regulations can act as an impediment to localised 'pop-up' selling opportunities, and these need to be removed to enable those opportunities to be realised.

Digital Connectivity - Access to Participate in the Modern World

- Equip every Tasmanian with the digital hardware, connectivity and literacy skills. These are essential for participating in the modern world, and leading a 'normal' life.
- Invest in new IT infrastructure. There is a critical requirement for ubiquitous IT infrastructure in order to improve connectivity for all Tasmanians, while also

demonstrating that Tasmania has capacity for external businesses and individuals to operate here as an alternative to mainland and international locations.

- Technology is now a 'basic' and an essential service. Increase access to digital literacy resources and IT facilities (low or no cost), and use social/community initiatives deliver assistance to those that need training (i.e. tap into the skill set that already exists in the community and deliver through volunteering opportunities to minimise costs and build social capital). Increase access to the basics - vulnerable people. Use community sector to repurpose older tech and make available to the community. By involving the community, a sense of purpose can be generated. There are many opportunities for young people to 'step up' and assist older generation in a variety of ways.

Access to Transport

- New forms of public transport system should be considered for regional Tasmania - to connect people to where jobs are - for example, a social/community based Uber.

Chapter 4 - Physical and Mental Health

Tackle Mental Health at Community Level

- Help people understand their frustrations, distress, and concerns. Use 'story telling' to help people understand their issues, develop coping strategies, and celebrate successes. Safe and effective story telling could be organised through community centres.
- Take the opportunity for a mindset change - ideally this will need to be supported by the media. We need to change the language and stop trying to 'return' to the past - recognise that will not happen - rather we need to look forward to future opportunity and getting back to the basics of what's important. We need to change the channel from the negatives to the positives. Take the opportunity to change the narrative to the positive stories that are emerging from COVID - what's good about it, and not make people to feel guilty if they are not adversely impacted.
- Make public Tasmanian success stories coming out of COVID 19, providing the community with visibility, incentivising Tasmanian's readiness for recovery and building careers and communities - not just jobs.
- To assist with mental health, we need to start communicating the need for change as a natural part of life - be it as a business owner, a community undergoing change, and for individuals themselves. Recognised that change is constant and a natural part of life, and not to be feared.
- Drive a conversation about what individuals can do for their communities (industry, local communities, and social circles) - change the script to "what can I do to assist". This was common during peak-COVID, and we need to lock it in as the natural order.
- There is a large opportunity to build the resilience of younger people. This is highly obvious in the workplace currently, and COVID doubly increases the need. It will prevent mental health challenges over the medium term, and regardless, produce more robust individuals.
- Deliver a massive on-line resilience course to all Tasmanian *en mass* - to generate momentum and engagement on individual resilience and dealing with change.
- Help build business resilience by sharing the lessons learnt through COVID (ie collaboration, diversification, resilience, innovation, etc) through case studies and/or mentoring.
- More early intervention service - prevention rather than acute and crisis support services. For example, use volunteer or para-trained people to deliver 'light touch' mental health services.

New Service Delivery Models

- Ensure that we have an allied health workforce (a focus on intervention/prevention services rather than acute and crisis support services), that is fit-for purpose for meeting community demands/expectations. Various options may include:
 - using volunteer or para-trained people to deliver 'light touch' mental health services; and
 - improve allied health training pathways - such as more apprenticeship type models; and/or shorter, quicker, training models.
- Continue the newly-discovered benefits (flexibility, access and cost) in running services on-line (e.g. telehealth), take the service enhancement benefits, and where costs savings emerge, reinvest to increase service levels.
- Develop a health support model that involves (appropriately trained) artists working with at-risk cohorts (e.g. disengaged youth, older people) with the aim of delivering 'art-counselling' type work, which can materially improve social outcomes, and curtail otherwise required larger expenditures on managing the consequences of dis-engagement (e.g. mental health services, justice services, family support services).

Chapter 5 - Community Connectedness

Community Engagement and Leadership

- A 'community hub' approach could be considered for delivering the required/needed services, as identified by the community. It could be designed as a seamless service provision model (i.e. across sectors) and flexible so that it can respond to and provide community needs (transport, housing, health, etc.). This approach would require a change in funding structure/models - to enable community needs to be funded in a seamless way, with integrated funding from all levels of government and the private sector.
- Change the traditional/structured/simple volunteering model (i.e. one organisation engaging volunteers) to a community-mobilisation model in order to meet community needs, and drive resource sharing between service providers. Part of community-mobilisation model is better alignment of service providers, and the development of partnerships between entities (e.g. between schools and service providers, between the UTAS and organisations, and between corporates and service providers). Targeted and place-based recovery arrangements that see the community working together on recovery responses that address locally identified needs and driven by community champions. Recognising that capacity differs across communities and the role/support of the three sectors will need to be fit-for-purpose.
- Emergence of elders as important leaders within their community. Enable this to happen by equipping them with skills to 'rise' to the opportunity to become an 'elder' and encourage leaders (of business, public sector) to give back to the community.
- Like organisations need to share resources in - break down the silos and achieve more through co-operation rather than competition. There are many organisations doing similar things on their own - how can they add value by working together? Breaks down the silos, remove unnecessary bureaucracy, get them connected and integrated at a community level and connected to place to respond to their community's needs.
- Re-build participation and engagement in community sport across all codes. Silos across and within sectors need to be broken down, with a focus on stimulating collaboration for the greater good. For example, sporting organisations compete within and across different codes. A new model could be explored that aims to maximise participation and engagement in community sport across all codes. This model could also consider how to engage families more broadly - i.e. leveraging off the participation of one family member to engage with the family more broadly. (Need to identify barriers/obstacles and support a collaborative model going forward).

Community Connection

- Volunteering can provide a vehicle to connect the portion of the community that have not been materially impacted by COVID (life has continued largely as normal) with those that have been highly impacted (e.g. social networks significantly disrupted).
- We need to drive opportunities to re-institute all of the things that people did organically in the face-to-face setting prior to COVID-19 - get people to “get out and reconnect”.
- Government could underwrite the cost of insurance for community organisations. This will allow place-based community connectedness, support more vulnerable and attract involvement through cause-based, community-led models without concerns on financial like insurance. This model will support skills development and give people purpose.
- There is an opportunity to promote communities to come together to support themselves in meeting their own needs, resulting in less reliance on governments.
- Providing purpose for people is as important as providing access to the basics. Grassroots community provides the opportunity to create this.
- Events present a potentially powerful mechanism for reigniting Tasmanian health and well-being. We need to mobilise an events-based strategy in regions about arts, heritage, sense of self and place, community connection, Indigenous story - micro circuit to engage with people in their sense of place that tells the Tasmanian story
- Create opportunities for Indigenous Tasmanians - invite and celebrate the culture and knowledge that they bring. Support indigenous stories to be told in the way they want it to be told, which will assist to will build the community.

Chapter 6 - Public Sector Adaptation

State Government

- Social and economic value should be integrated and enshrined in government policy and procurement. There are opportunities for Government to think more strategically about 'value for money' and 'buying broader social and economic benefits' when procuring goods and services. For example, when tendering for affordable housing construction projects the Government could build other social 'conditions' into the process such as employment of at risk (or unemployed) people. Another example is that in awarding funding for a sports-ground development, that work must be progressed by the community, rather than simply tendered to a corporate operator.
- Improve our understanding of social/health service impacts, introduce new ways of measuring success, and build better data around community identified needs. If we understand Social Return on Investment and have improved data based on community needs, we can better target funding.
- Change the culture of GBEs and incentivise them to assist in delivering broader policy outcomes for the State. Clear policy outcomes/priorities need to be communicated to the GBEs and in this context they should focus on pursuing opportunities jointly with the private sector to grow economic activity in the State.
- The State Government, as the State's largest employer, can increase workplace equity and remove social barriers by leading the way with greater workplace flexibility, for example by retaining work from home flexibility. This may require legislative change, for example to WHS so employers don't feel compelled to bring employees back into the office.

Revised Funding Models

- Co-designing service delivery across the three sectors (public, private and not-for-profit) has the potential to deliver innovative, targeted, efficient and effective services. For this model to work, it is important that the organisations involved in the co-design process also have the opportunity to deliver the services, if not there is a disincentive to be involved which takes time, effort, resources and IP.
- Government funding models need restructuring (for community services in particular) - to support collaboration across the sectors and to target the needs of community. Funding models need to be long term (to provide certainty to service providers so they can invest in staff and systems) but flexible so services can pivot to meet changing needs.

Local Government

- Reduce council numbers, and streamline approvals processes - too many steps, too many approving authorities.
- Redesign the role of local government, to improve administrative, operational efficiency, financial sustainability and to ensure local services are maintained. For example, planning, administration and asset management could be separated from community development and representation, so that common functions are centralised and more efficient. Community development, representation and governance activities could be delivered differently.

Chapter 7 - Planning, Building and Permitting Processes

- Approvals processes need to be appropriately resourced to enable quick analysis and decisions. Speeding up the process means that it will be more important for the process to be transparent, in order to build understanding and trust with the community. Developing and communicating a clear infrastructure investment plan is also part of the transparent process, dealing with environmental and social good.
- There needs to be more unilateral decision making to foster an environment where there is less lag and more rapid response capability. Projects need to be implemented as a high priority rather than being subject to ongoing and drawn out public debate.
- Planning processes and government-business communications need to be streamlined, more accessible, efficient and timely; and digital access to public records should be provided (implementing this may require legislative amendments).
- Agile government approvals processes and transparency, especially with respect to the availability of government resources to meet increased demand and timeliness.
- Land use and planning regulation should be reviewed to ensure the flexible use of built assets and to make it easier to repurpose residential/commercial assets where an economic and social benefit is clearly achievable (this should also include CBD and publicly held assets).
- Integration of 'planning' and 'building' permit processes and fix skills gaps for planners who need to understand building processes better. This includes introducing private planner certifications. Compress planning and regulatory timeframes even more. Simplify planning rules for smaller projects. Simplify third party appeal rights for smaller projects. Layer (not sequence) approval processes.

Chapter 8 - Look Outwards, Not Inwards

- Develop and promote international partnerships across multiple levels of government - don't rely on national-level partnerships, develop sub-national relationships and partnerships between institutions (which can mitigate the risks of broader geopolitical tensions).
- Tasmania should build on its relationships with other countries, especially for the purpose of linking research with industry and leveraging Tasmania's renewable energy platform.
- Enhance research relationships with international partners.
- We can be part of a bigger community across the country and around the world because of technology.
 - There is now the demonstrated opportunity for Tasmanians to be part of global events via on-line opportunities - this provides the opportunity for Tasmanians to participate with/in global movements that connect directly to their sense of purpose, and energise their participation in local opportunities.
 - Seize the opportunity for greater reach for local events - hybrid technology and face-to-face, which could be particularly powerful for smaller regional locations. There are examples already in action - children on Tasmania's NW Coast are doing a joint exhibition with children in Alaska.