



Regional  
Development  
*Australia*  
TASMANIA

# SUCCESS THROUGH COLLABORATION

## THE CASE STUDIES

BELL BAY  
ADVANCED  
MANUFACTURING  
ZONE



# BELL BAY ADVANCED MANUFACTURING ZONE

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## EXECUTIVE SUMMARY



The Regional Development Australia (RDA) Tasmania Committee is pleased to be part of this successful initiative, fostering further economic development in Tasmania's largest advanced manufacturing zone.

This document showcases how businesses collaborating, with support of government, can make a significant difference in their community.

The success of this initiative is underpinned by locally-driven and place based solutions focused on the needs of local businesses and the community within which they work.

I am pleased that the RDA Tasmania has been part of this initiative and able to play a pivotal role in its success.

SUE KILPATRICK, CHAIR, RDA TASMANIA COMMITTEE

### Acknowledgments

RDA Tasmania is an initiative of the Australian Government, working in partnership with business, state and local governments.

The Bell Bay Advanced Manufacturing Zone (BBAMZ) committee is a subcommittee of RDA Tasmania.

The Bell Bay Advanced Manufacturing Zone initiative is financially supported by the Tasmanian Government, George Town Council and importantly, the businesses of Bell Bay and George Town.





One of the success factors of BBAMZ is that it is private sector led, and supported by state and local government. It is not the private sector saying government has to solve our problems.

CRAIG PERKINS, RDA TASMANIA CEO



## BACKGROUND

The Bell Bay Advanced Manufacturing Zone (BBAMZ) is an independent economic development group, aiming to lift the profile of Bell Bay locally, nationally and internationally, and build a sense of community pride in the region.

Bell Bay is Tasmania's premier centre of manufacturing – exporting 59 per cent of Tasmania's manufactured goods. Occupying 2,500 hectares, it is Tasmania's largest industrial zone. Situated at the port of Bell Bay on the eastern shore of the mouth of the Tamar River, in northern Tasmania, it lies just south of George Town, 50 kilometres north of Tasmania's second largest city, Launceston.

Led by Bell Bay Aluminium, part of the Rio Tinto Group, BBAMZ was established in 2015 from a desire by businesses in the region for better collaboration, and to grow the region's capabilities by supporting existing businesses, encouraging investment and promoting the benefits of the region as a place to live and work. BBAMZ evolved out of Bell Bay Aluminium's existing community consultative committee which had identified the need for an industry based group to support economic growth and diversification in the George Town region.

With RDA Tasmania's support and economic development knowledge and experience, the committee re-formed as BBAMZ. Among a number of initiatives that provided momentum to form BBAMZ was the development of a comprehensive report By RDA Tasmania analysing more than a decade's worth of strategies and plans. The report provided a better understanding of projects already underway, or proposed, for Bell Bay.





Ultimately, BBAMZ is about providing opportunities for employment and working with employers of choice.

LEIGH DARCY, BBAMZ CHAIR



## LEIGH DARCY

**BBAMZ CHAIR, PRINCIPAL ADVISOR ENERGY & POWER SUPPLY  
BELL BAY ALUMINIUM**

*In May 2018 and after 18 months as a member of the BBAMZ committee I took over as chair from Bell Bay Aluminium's former general manager, Ray Mostogl. I have a strong belief that progress is being made and, with the support of Bell Bay Aluminium, I believe I can make a valuable contribution as chair.*

*BBAMZ brings like-minded businesses together who all want to see the Bell Bay zone prosper and grow. Members benefit by being part of a collective group that has direct engagement with state and local government. This is boosted by BBAMZ's partnership with RDA Tasmania.*

*BBAMZ has an insight into what businesses are seeking to establish in the area. This brings confidence and opportunities.*

*The wider community also benefits from an organisation established to further grow the region. When businesses are engaged and all are contributing to attracting new businesses to the area, the community is more confident.*

*Ultimately, BBAMZ is about providing opportunities for employment and working with employers of choice.*

## BBAMZ Business Members

BELL BAY  
ALUMINIUM

SOUTH32

TIMBERLINK

FORICO

KEMPE  
ENGINEERING

CPT  
ENGINEERING

CONFAB  
ENGINEERING

ABRASIVE  
BLASTING  
& COATING

TASMANIAN  
ELECTRICAL  
SERVICES

TEMROL  
TECHNOLOGIES

EAST TAMAR  
MAINTENANCE

KYMERA  
(ECKA GRANULES)

GLB CONSTRUCTION

TASPORTS

HARCOURTS  
EAST TAMAR



In 2017, RDA Tasmania employed Susie Bower as project officer for BBAMZ. This part-time position is funded by member businesses, George Town Council and the Tasmanian Government.

BBAMZ is making a significant contribution to economic development in the region. BBAMZ has been instrumental in establishing a group training organisation in George Town, co-ordinating a Commonwealth funded employment trial for long-term unemployed, as well as planning for a jobs fair in the region. It has also developed a comprehensive brand strategy for businesses to market the manufacturing zone and contribute to the community.

In the year to October 2018, BBAMZ members reported a joint increase of 67 FTE positions within their businesses. With results such as this, BBAMZ is proud of its contribution to economic development in the region.

“

I'm excited about this role, I am committed to building strong partnerships between the private sector, government, community and regional development organisations.

SUSIE BOWER, BBAMZ PROJECT OFFICER



## SUSIE BOWER

### BBAMZ PROJECT OFFICER

*I took on the role of project officer for BBAMZ in September 2017. I don't have a background in manufacturing, but I do have very good networks and a strong background in delivering projects. The first eight months were spent building relationships and trust with the member businesses, finding out what their individual capabilities were and then looking as a group to where we could achieve some competitive advantages by working together.*

*I work with some amazing people who give me the freedom to explore different ideas and pathways to achieve outcomes, not just for their business, but also for the local community. They are passionate about their industry and I can't help but share their enthusiasm.*

*This model of engagement, driven by industry and supported by government, is proving highly successful.*

# RDA TASMANIA COMMITTEE TIMELINE OF INVOLVEMENT & ACTIVITIES

**NOV 2013**

RDA Tasmania chairman, at the invitation of Bell Bay Aluminium, delivers a presentation to the smelter's community consultative committee on regional economic development.

**AUG 2014**

RDA Tasmania's 'Bell Bay Report' comprehensively analyses more than a decade's worth of strategies and plans providing a better understanding of projects already underway and proposed initiatives for the benefit of Bell Bay.

**DEC 2014**

RDA Tasmania holds a general committee meeting in Bell Bay including industry site visits.

**DEC 2015**

RDA Tasmania leads a study tour to learn from successful industrial development projects in Melbourne, in collaboration with RDA West Melbourne.

**FEB 2016**

An investor's guide to Bell Bay, co-funded by RDA Tasmania, including an online interactive map, is released by Northern Tasmania Development Corporation.

**JUN 2016**

Expressions of interest were sought by Bell Bay Aluminium to establish the BBAMZ committee

**JUN 2017**

RDA Tasmania enters a partnership with thirteen Bell Bay businesses, George Town Council and the Tasmanian Government to create the Bell Bay Advanced Manufacturing Zone committee and to employ a project officer.

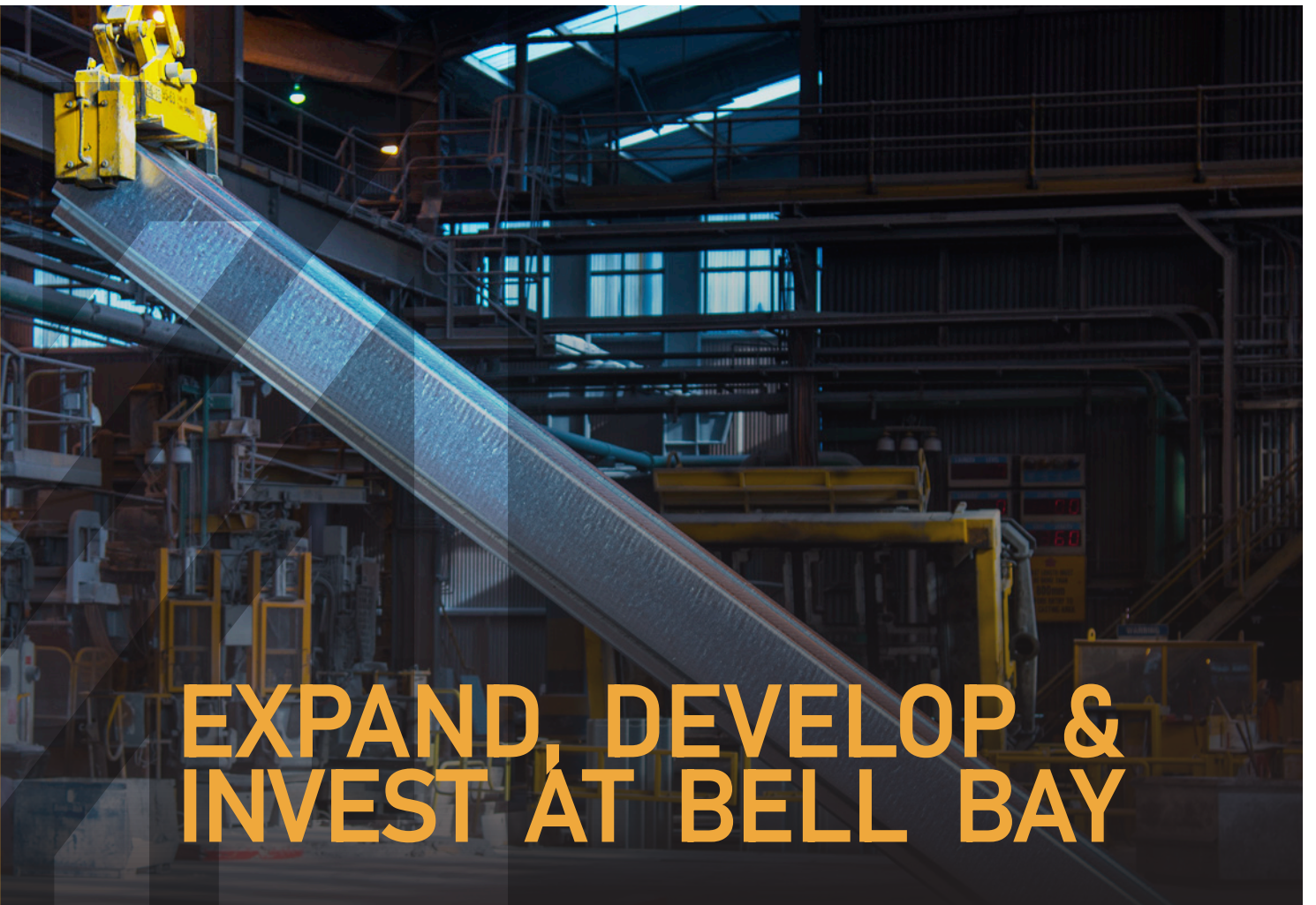
**AUG 2017**

The RDA Tasmania Committee holds a general meeting in Bell Bay including industry site visits.

**SEPT 2017**

BBAMZ project officer appointed.





# EXPAND, DEVELOP & INVEST AT BELL BAY

*BBAMZ provides a 'one voice', singular point of contact and resource for those keen to gain a greater insight into the Bell Bay Advanced Manufacturing Zone.*

BBAMZ's purpose is to lift the profile of and drive sustainable economic growth for Bell Bay. BBAMZ assists existing businesses to diversify and grow, improve productivity and competitiveness, and reduce their reliance on existing large scale industrial manufacturing operations. BBAMZ also provides advocacy and support to those with a like-minded commitment to economic development and engagement.

“

BBAMZ brings confidence to the community when businesses are engaged and all are contributing to attracting new businesses to the area.

LEIGH DARCY, BBAMZ CHAIR



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The best activities to solve local economic development challenges, pursue local economic opportunities and support local communities are those driven by local communities.

CRAIG PERKINS, RDA – TASMANIA CEO



## CRAIG PERKINS

**CHIEF EXECUTIVE OFFICER & DIRECTOR OF REGIONAL DEVELOPMENT,  
REGIONAL DEVELOPMENT AUSTRALIA – TASMANIA**

*One of the success factors of BBAMZ is that it is led by the private sector and supported by state and local government. It is not the private sector saying government has to solve our problems.*

*RDA Tasmania has been pleased to be a part of this initiative coming to fruition.*

*RDA Tasmania committee provides a simple governance framework to support the employment of Susie Bower as project officer. It also enables Susie to link in with our extensive networks and RDA expertise.*

*The biggest lesson I have learnt from this initiative is that sometimes things take time and be patient.*

*I congratulate the businesses for putting trust in each other, committing finances and time to support the initiative and giving support to Susie to get on with the job.*

BELL BAY  
ADVANCED  
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ZONE



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Business owners or senior managers from many of the region's most successful exporters are represented on the BBAMZ subcommittee. Through their expertise and networks, they provide guidance to assist with various projects, including land acquisition, approvals and construction stage assistance for new operators, and also recruitment, training support and advice for existing businesses.

BBAMZ has direct access through its membership base to local, state and federal government departments and representatives particularly those who work in the regional economic development space.

Bell Bay is a unique deep-water port at the mouth of the Tamar River and is easily accessed by major bulk and container-handling global shipping operators. Bell Bay has significant infrastructure including road and rail transport links. Located on the southern edge of the zone is the Bell Bay natural gas station, which links to the Tasmanian pipeline and provides a continuous and stable supply.

Occupying 2,500 hectares, Bell Bay is the state's largest and the only major manufacturing zone in Tasmania with potential for expansion.

George Town Council's planning scheme has a local area objective to promote the Bell Bay advanced manufacturing area as a strategic location of state importance.

“

An insight into which businesses are seeking to establish themselves in the area brings confidence and opportunities.

LEIGH DARCY, BBAMZ CHAIR





## JOINT PROCUREMENT & TENDERING INITIATIVE

Collaboration and partnerships are at the core of BBAMZ's purpose. After a call for expressions of interest, in October 2018, respected training provider, SRTA was contracted to provide training for BBAMZ members, negating the need for each business to individually source and resource training providers. Common to all members is the need to train employees in first aid and CPR, fire handling, working at heights, manual handling and confined space safety. By engaging a single training provider who manages the administration and regulatory aspects of the training, and conducts employee training sessions locally, members achieve both cost savings and cost avoidance through this BBAMZ initiative.



For a small state, Tasmania packs a big punch in all aspects – from the culture of the people to agriculture, tourism, mining and manufacturing. Through collaboration we can go into bigger and better things.

ROGER AALBREGT, AP KEMPE & BBAMZ MEMBER



# BRANDING STRATEGY

Despite its significant economic and social contribution to Tasmania, it became clear to BBAMZ members, through conducting its own social surveys, that the region had low brand recognition among Tasmanians.

With support from RDA Tasmania, BBAMZ was successful in securing a Population Growth Strategy grant from the Department of State Growth to raise the profile of Bell Bay. The grant has been used to create a brand and marketing strategy. The plan encourages future investment in Bell Bay. New employment opportunities are expected as a result of this investment and the region is being promoted as a great place to live, work and play.

## ANNA-MAY FAUCONNIER

**SOUTH32 TEMCO VICE PRESIDENT OF OPERATIONS**

*I believe BBAMZ continues to grow in its purpose and intent and the shift to focusing on diversification and business longevity will help secure a positive future for Bell Bay businesses.*

*Operating from within the Bell Bay Advanced Manufacturing Zone has allowed TEMCO the platform it needs to ensure its product gets to international and domestic markets easily for customers.*

*Importantly, BBAMZ is playing an active role in being able to attract investment into the Bell Bay area by working collaboratively to showcase its investment potential. Working together, rather than in isolation of each other or against each other, is at the cornerstone of this unique partnership.*





# KEY EDUCATION & EMPLOYMENT NETWORK

## (KEEN) PARTNERS PTY LTD

Instigated by BBAMZ, group training provider, Key Education and Employment Network (KEEN Partners Pty Ltd), was established in 2018 to enhance employment opportunities and provide skilled labour for the region.



KEEN Partners has been established to bridge the divide between employers looking for work-ready employees and for employees looking for meaningful employment.

RAY MOSTOGL, KEEN PARTNERS EXECUTIVE DIRECTOR/CEO

BBAMZ identified businesses in the zone that were struggling to recruit short-term relief skilled labourers and employees to fill positions, particularly during peak periods of leave. Most relied on traditional employee hire companies, but were finding a lack of availability of staff with suitable skill sets and expertise in advanced manufacturing. There was also a common belief among members that a training gap existed between industry needs and education providers.

KEEN Partners Pty Ltd is transforming the way training, traineeships and apprenticeships have traditionally been managed and organised. Established as a company in its own right, KEEN Partners employs 'short-term relief staff' within KEEN on a full-time basis. These staff are then contracted to businesses when required. In times of low demand, these employees remain employed with KEEN Partners. This provides employees with surety of employment, even when there is no requirement for backfill or relief roles. Additionally, as a business solely dedicated to supplying the needs of Bell Bay, KEEN Partners can react quickly and provide responsive local resourcing to business.

In December 2018, KEEN Partners engaged Ray Mostogl, a former general manager of Bell Bay Aluminium as Executive Director/CEO. KEEN has since expanded to employ an area manager and administration manager. KEEN's head office is based in George Town. The board is chaired by Roger Aalbrecht, branch manager, AP Kempe Engineering.



From a community perspective, I feel that all businesses, both large and small, are responsible for future-proofing regions from possible market downturns. Through these discussions we can better achieve a united front.

ROGER AALBRECHT, AP KEMPE & BBAMZ MEMBER

KEEN Partner's goal is to establish 20 full-time equivalent roles in 2019, expanding to 100 full-time equivalent positions by its third year of operation. KEEN Partners is also committed to developing a long-term strategy for the future labour needs of the region.

In April 2019, a \$200,000 Skills Tasmania Workforce Development grant, was secured, to assist RDA Tasmania (through the KEEN project) establish a sustainable framework for the recruitment of apprentices and trainees in the greater George Town region. This will greatly assist KEEN Partners in realising their vision.



## RAY MOSTOGL

**INAUGURAL BBAMZ CHAIR & KEEN PARTNERS PTY LTD,  
EXECUTIVE DIRECTOR/CEO**

*As general manager of Bell Bay Aluminium, I chaired the smelter's community consultative committee. That committee comprised community and council representation for the purpose of providing a two way conversation between the smelter and the community of George Town. Faced with closure in 2012, Bell Bay Aluminium began to reflect on the impact closure would have on George Town and the overall impact on the Tasmanian economy. To address the long-held reliance on traditional manufacturing in the region, it was recognised*

*by the community consultative committee that we needed to explore potential options to grow and diversify the local George Town economy. This strategic decision was the impetus for the formation of BBAMZ, of which I was the inaugural chair.*

*In my time as chair, the committee generated a Bell Bay prospectus in partnership with the Office of the Coordinator-General. This prospectus was launched on a trade mission to China in 2015 by the Minister for State Growth. As momentum increased, it was agreed*

*to establish a joint funding model with industry, George Town Council and the State Government to support the recruitment of a part-time project officer and work to raise the profile of Bell Bay.*

*When I left the smelter in April 2018, I stood down as BBAMZ chair. I now eagerly observe the work of BBAMZ through my role with KEEN Partners Pty Ltd I am confident the ongoing work of BBAMZ will result in positive economic growth and social benefits for the local community.*



# INTERNSHIP PROGRAM FOR LONG-TERM UNEMPLOYED

In 2018, BBAMZ accessed the Australian Government's Department of Jobs & Small Business Youth Jobs PaTH employment service to implement a BBAMZ pilot project for the long-term unemployed. Youth Jobs PaTH is an Australian Government service that helps young people gain skills and work experience they need to get and keep a job.

The project was managed by BBAMZ. Seven job-seekers, aged between 18 and 25, were selected for internships with Bell Bay businesses. Following on from these six-week placements, three of the interns were considered for ongoing apprenticeships and two have since secured full-time employment, including 25-year-old Ben Howard who was unemployed for almost two years.

Ben Howard is KEEN's first employee, having secured full-time employment, through KEEN, with George Town engineering business, AP Kempe. The 25-year old had been unemployed for almost two years – and he never wants to go back to being in that situation.

"It's just horrible. I wanted to work but just kept getting rejected. I wouldn't get up until midday and was just doing nothing."

Ben built on his skills in metal fabrication during the six-week internship programme.

"I had some of the skills but it was great to learn how to weld aluminium using a MIG welder."

Ben holds a six-month full-time contract position with AP Kempe Engineering and has no doubt if he hadn't been accepted into the internship he would "still be sitting at Centrelink".

“

They gave me the chance to prove I could work when I couldn't get a foot in the door. Now I'm back in work, I just want to prove myself.

AP Kempe Engineering is a great place to work. I've got a great job and I'm able to stay living near family and friends.

BEN HOWARD, KEEN PARTNERS PTY LTD EMPLOYEE

# COMMUNITY ENGAGEMENT & EDUCATION



Recognising the importance of education to creating vibrant and sustainable communities, BBAMZ is investing in career education and training directly with Tasmanian schools and job seekers. Through engagement with local schools, BBAMZ is raising awareness with teachers and students of the opportunities within advanced manufacturing industries. Part of this knowledge building includes efforts to negate misconceptions about the value of trades.

The sophisticated and advancing nature of manufacturing means employers are, and will continue in the future, to rely less on manual handling skills as they look for trades people who are problem solvers, innovators and tech-savvy designers and developers. At a local level, BBAMZ is educating and informing the community through a proposed jobs fair in 2019 where students, teachers, job-seekers and community members will convene to find out more about the developing nature of business and industry within Bell Bay and also meet with business leaders at an informal community event organised by BBAMZ.



I get to work with some amazing people who give me the freedom to explore different ideas and pathways to achieve outcomes not just for their business but also for the local community. They are passionate about their industry and I can't help but share their enthusiasm.

SUSIE BOWER, BBAMZ PROJECT OFFICER

## SHANE POWER

General Manager, George Town Council

*When I first commenced at George Town Council in early 2019, I was immediately impressed by the forward thinking collective of industry and government leaders on the subcommittee of the Bell Bay Advanced Manufacturing Zone.*

*The subcommittee exists to promote economic growth of the zone, welcome and assist new businesses, advance technology, share resources,*

*diversify industry and reduce regional reliance on traditional industrial employment avenues.*

*The Bell Bay Advanced Manufacturing Zone is a world-class zone that continues to grow largely due to the joint efforts of the entrepreneurial, innovative and community minded leaders of business and three tiers of government.*



## The project is led by:

BELL BAY ALUMINIUM  
SOUTH 32  
TIMBERLINK  
FORICO  
KEMPE ENGINEERING  
CPT ENGINEERING  
ABRASIVE BLASTING  
& COATING  
CONFAB ENGINEERING

CONFAB ENGINEERING  
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TEMTRON TECHNOLOGIES  
EAST TAMAR MAINTENANCE  
KYMERA (ECKA GRANULES)  
GLB CONSTRUCTION  
TASPORTS  
HARCOURTS EAST TAMAR

## The project is supported by:



Photography courtesy Bell Bay Aluminium, CPT Engineering and Rob Burnett [robburnettimages.com.au](http://robburnettimages.com.au)

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