



## 2019/20 ANNUAL PLAN PROGRESS REPORT – Q1

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### Chairman's Report

CCA has undergone significant organisational change over the last 12 months. Much of this has been possible because of the positive support and co-operation of our nine Member Council and our many key stakeholders.

As a more focussed and energised organisation, CCA is giving much more practical substance to what it does, particularly through the important task of implementing the Regional Futures Plan.

As part of communicating more openly and clearly what CCA is doing, our team has introduced this comprehensive approach to quarterly progress reporting. The Board applauds this initiative.

The Board has commenced reviewing our Strategic Plan so we can tackle future challenges facing our region and to seize the many opportunities that exist.

Thank you for your interest and support.

The Hon. Sid Sidebottom

**Chairman**



*Premier Will Hodgman, The Hon. Sid Sidebottom and Daryl Connelly at the Australian Regional Tourism Convention, which we helped bring to Devonport.*



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## CEO's Report

This new-look quarterly report, provides more detailed information about how CCA is tracking in relation to our Annual Plan. It's something the team and I have initiated, and we are proud to be modelling this level of transparency and accountability in public administration. It's not a comprehensive list of all the good things that we have been working on, but it paints a good overall picture of what we have been up to.

I am happy with the progress made in the first quarter and am confident that we will achieve our Annual Plan, benefiting our Member Councils and having a positive impact in our region.

Because our Annual Plan is focussed primarily on outcomes, the progress report doesn't capture all of the positive changes happening inside our business. The last quarter saw a few more staff changes and marked the end of an organisational restructure which has seen management roles replaced with economic development and NRM roles. We have attracted some very impressive new staff, Directors and Committee Members, which is a great show of confidence in our business as we shift our focus from reform back to results.

While I encourage you to read the entire document, just a few of the highlights include:

- The first Development Application has been submitted for our \$14.4m Coastal Pathway project
- Three Hummock Island Feral Cat assessments and King Island Threatened Bird Surveys completed
- Cradle Coast Investment Prospectus launched
- Employability skills training and Council work placements commenced, as part of our Regional Employment Trials project
- Our new look website, social media channels and regional events calendar, launched

Of course, a big focus of ours has been on Regional Futures Plan implementation, which is all about establishing a whole new way of doing regional economic development, and is well underway.

Thank you for your interest and don't forget to follow [Choose Cradle Coast](#) and [Cradle Coast Authority](#) on Facebook, or [signup](#) for our newsletter.

Best wishes,



Daryl Connelly MBus

**Chief Executive Officer**

*Nine Councils working together to make a difference, representing one in five Tasmanians.*



### Purpose of this document

Outlining high level actions designed to support a clear strategy, CCA's 2019/20 Annual Plan and Budget was endorsed by the Representatives in May 2018. A new initiative of CCA, this Annual Plan Progress Report provides an additional layer of detail, and is designed to keep external stakeholders informed of our progress. It will be updated quarterly and published on our website.

Making this information publicly available is a show of our commitment to our Vision, Purpose and Values.

### Our Vision, Purpose and Values

**Our Vision:** A region that is prospering as a result of strong councils working together; where ratepayers, industry and government see the benefits of investing in the CCA model. In short, 'stronger councils, stronger region'.

**Our Purpose:** To help councils achieve regional outcomes and maintain strong local government, by working together.

**Our Values:** We are agile, collaborative, optimistic, and lean. We take our responsibility as public administration professionals seriously and have a growth mindset.

### Overview of the 2019/20 Annual Plan

The first part of the 2018/19 financial year saw the emergence of several crises for our business, and the second part of the year saw a period of intense organisational reform, including a change of CEO and a shift to a flatter, leaner organisation. The fact that we have turned a corner and the 2019/20 financial year looks set to be a period of strength and renewal, is a testament to the calibre and commitment of our staff, our Board and our Committees. Nor could this have been achieved without the support of the Representatives and everybody else who maintained faith in the CCA model. While many challenges remain, the future is bright.

The 2019/20 Annual Plan and Budget outlines an organisational structure which will provide much needed extra capacity compared to the September 2018 – July 2019 period, while still delivering a reduction in core employee expenses. The Premier's recent \$300,000 commitment is a significant show of faith in our new direction, as is Swinburne University's decision to fund a PhD candidate to assist with economic development. Other external funding will see us continuing our great NRM work, as well as managing construction of the Coastal Pathway and farm vehicle washdown facilities, and working with councils, National Joblink and jobseekers, to promote local government careers and overcome barriers to employment.

'Stronger councils, stronger region' encapsulates our understanding of what our owners expect from the business. The 2019/20 Annual Plan and Budget retains the best of the good work done before now, while shifting our focus towards working more effectively with and for our councils. The creation of a new position – Director of Strategic Services – is central to this and will provide the expanded CEO role with valuable support.

Best wishes,



Daryl Connelly MBus  
**Chief Executive Officer**

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**Stronger Councils, Stronger Region**

## 1. Regional Economic Development - Making our region an even better place to work, visit, learn and invest.

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
1.1 <b>Support the implementation of the Regional Futures Plan (RFP)</b>	<i>More jobs, better jobs.</i> Regional Futures Plan is established as an effective overarching economic development framework for the region.	Establish overarching governance framework: <ul style="list-style-type: none"> <li>• Execute MoU with key agencies</li> <li>• Execute Shared Service Agreement</li> <li>• Establish 'Core Team' working arrangements</li> </ul>		<ul style="list-style-type: none"> <li>• MoU negotiated with all Councils</li> <li>• Core Team working arrangements established</li> <li>• Initial work for Core Team allocated, next meeting planned for November</li> </ul>
		Establish Regional Economic Development Steering Group (REDSG)		<ul style="list-style-type: none"> <li>• Sheree Vertigan AM appointed as inaugural Chair</li> <li>• Confirmed UTAS, RDA and DoSG representation on REDSG</li> <li>• Other REDSG members recruited through an advertised process</li> <li>• First REDSG meeting planned for October, with Rules, WG Terms of Reference (TOR) and Regional Investment Framework to be presented for review and recommended for adoption</li> </ul>
		Establish Working Groups (WG), estimated: <ul style="list-style-type: none"> <li>• Education and Training (ETWG)</li> <li>• Renewable Energy (REWG)</li> <li>• Business Association (BAWG)</li> <li>• Choose Cradle Coast - Retention &amp; Attraction (CCCWG)</li> <li>• Events (EWG)</li> <li>• Arts &amp; Culture (ACWG)</li> </ul>		<ul style="list-style-type: none"> <li>• WG TOR drafted</li> <li>• Core Team members identified for facilitation of WGs</li> <li>• Visioning workshop held for REWG and ACWG to determine scope of initial activities</li> <li>• REWG commenced development of PR strategy, next meeting to inform Action Plan</li> </ul>

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## Stronger Councils, Stronger Region

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
				<ul style="list-style-type: none"> <li>EWG agreed on key regional events and a proposal for CCA to manage regional events website and social media channels</li> <li>Website redeveloped in-house, to showcase the region and position the 'Choose Cradle Coast' brand to support the work of the CCCWG</li> </ul>
		Develop Regional Investment Framework (RIF)		<ul style="list-style-type: none"> <li>Draft RIF developed using investment logic mapping approach, ready for endorsement by REDSG</li> </ul>
		Map the entrepreneurial ecosystem including the identification of gaps and opportunities (Swinburne PhD initiative)		<ul style="list-style-type: none"> <li>Recruitment, selection and appointment of Swinburne University funded PhD candidate completed</li> </ul>
		Establish food producers' network		<ul style="list-style-type: none"> <li>Negotiations with NTDC and RDA Tasmania took place to establish a collaborative approach for the initiative – draft proposal developed for consideration</li> <li>First event delivered saw industry members visit Lion cheese factory</li> <li>Negotiations for the delivery of an SME Export Hub in the region took place, awaiting outcomes of Van Diemen Project grant application before further progress</li> </ul>
		Initiate other Regional Futures Plan projects		<ul style="list-style-type: none"> <li>Investigation into entrepreneurial program for women took place</li> </ul>

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## Stronger Councils, Stronger Region

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
<b>1.2</b> <b>Build the Coastal Pathway improvements</b>	Improved community health and wellbeing and connectedness across the region supporting future cycling related economic development opportunities.	Complete detailed designs and obtain development application approvals for all sections		<ul style="list-style-type: none"> <li>• Consultation on the "Boosting Female Founders" federal grant program took place</li> <li>• Discussions re: a local government focussed School-based Apprenticeship program have occurred and looks promising</li> </ul>
		Commence and manage construction		<ul style="list-style-type: none"> <li>• Tender awarded for detailed design for Latrobe to Ambleside and Sulphur Creek to Penguin sections</li> <li>• Latrobe to Ambleside designs finalised and sent to Crown Land for consent prior to DA submission</li> <li>• Sulphur Creek to Penguin section progressed with TasRail</li> <li>• Design commenced for Don to Leith section, with landowner consultation commenced</li> <li>• CCA Representatives adopted proposal for CCA to take on a broader coordination role to realise entire Coastal Pathway vision</li> </ul>
		Execute Deed with State Government		<ul style="list-style-type: none"> <li>• Draft deed received, reviewed and returned to State Government for consideration</li> </ul>

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### Stronger Councils, Stronger Region

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
<b>1.3</b> <b>Manage the establishment of farm vehicle washdown facilities</b>	Improved biosecurity, amenity and animal welfare.	Complete request for information (RFI) and secure funding		<ul style="list-style-type: none"> <li>Reference Group convened and RFI submitted</li> </ul>
<b>1.4</b> <b>Assist with hosting the Australian Regional Tourism Convention</b>	Increased capacity and capabilities of stakeholders and greater regional profile.	Host Australian Regional Tourism Convention in October 2019 in collaboration with Devonport City Council, Department of State Growth (DoSG) and Business Events Tasmania		<ul style="list-style-type: none"> <li>Continued to provide input into program</li> <li>Arranged for the Premier to make welcoming remarks</li> </ul>
<b>1.5</b> <b>Complete Award-Winning Tasmania television series</b>	Increased regional exposure as a food tourism destination.	Manage contract delivery		<ul style="list-style-type: none"> <li>Meetings held with the producer to confirm production schedule</li> </ul>



**2. Natural Resource Management - Maintaining our clean, green environment and supporting sustainable agriculture.**

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
<b>2.1 Undertake regional NRM planning</b>	Stakeholders are engaged with the Regional NRM Strategy and Investment Prospectus which supports a collaborative approach to addressing regional NRM priorities.	Establish a Stakeholder Advisory Group to guide strategic decision making and advocate for Regional NRM		<ul style="list-style-type: none"> <li>Not progressed – planned February 2020</li> </ul>
		Review 2015-20 Regional NRM Strategy, including identification of synergies with RFP and opportunities to collaborate with councils		<ul style="list-style-type: none"> <li>Not progressed – planned for June 2020</li> </ul>
		Develop a Regional NRM Investment Prospectus		
<b>2.2 Deliver Regional Land Partnership (RLP) services</b>	RLP projects successfully engage the community and deliver stated project outcomes.	Establish a Project Reference Group		
		Develop Community Participation and Communication Plans		<ul style="list-style-type: none"> <li>Planned to be completed by April 2020</li> <li>Consultant engaged to assist with NRM Aboriginal Participation Plan</li> <li>Draft Communication Plan developed</li> </ul>
		Deliver RLP and Regional Agricultural Landcare Facilitator (RALF) projects		<ul style="list-style-type: none"> <li>Negotiations continued with Australian Government re: our RLP environment projects, two of the five projects proposed are close to sign off</li> <li>Funding secured for 'Protecting our Productive Soils' project</li> <li>Dr Tom O'Malley active as the regions RALF, supporting local, sustainable agriculture initiatives and landholders</li> <li>Ali Dugan joined the team to coordinate agriculture projects</li> </ul>

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**Stronger Councils, Stronger Region**

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
<p><b>2.3</b> <b>Deliver on-ground NRM projects</b></p>	<p>Effective partnerships and diversified funding streams deliver successful regional NRM priority projects.</p>	<p>Deliver projects as determined by funding partners to address regional NRM priorities</p>		<ul style="list-style-type: none"> <li>• Agriculture team now actively pursuing demonstration trial options and liaising with landholders</li> <li>• Two events delivered in soil health; one field day with over 100 attendees and one follow-up workshop with 37 attendees</li> <li>• Hannah Sadler joined the team on a casual basis to assist with delivery of environmental projects</li> </ul>
<p><b>2.4</b> <b>Implement the Tasmanian Cat Management Plan (TCMP)</b></p>	<p>The Tasmanian community is well-informed on cat management issues leading to more responsible cat ownership and management.</p>	<p>Engage key stakeholders and establish strategic partnerships to facilitate collaborative cat management</p>		<ul style="list-style-type: none"> <li>• Stakeholders from all nine Councils, Biosecurity Tasmania, cat management facilities and local vets engaged through Cradle Coast Cat Management Working Group</li> <li>• Working Group identified set of regional priorities that will form the foundation of a Regional Cat Management Strategy to be developed by TCMP</li> <li>• Annual report submitted and approved</li> </ul>

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## Stronger Councils, Stronger Region



Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
		Develop and implement awareness and education programs		<ul style="list-style-type: none"> <li>TassieCat campaign developed for TCMP to improve levels of responsible cat ownership</li> <li>Launched TassieCat social media and website, which provides advice and resources</li> <li>A set of responsible cat ownership fact sheets and other TassieCat communications products developed and distributed through Councils, vets and animal shelters</li> <li>Broader community engagement continued</li> </ul>
		Assist councils to develop policies and compliance programs in accordance with the TCMP		<ul style="list-style-type: none"> <li>Fact sheet on Cat Management and Cat Prohibited Areas along with Cat Management Area SOP/template developed as a resource for Councils</li> <li>Draft Cat Policy and associated documents completed</li> <li>Presented overview of project at Circular Head Council workshop</li> </ul>
		Conduct first annual review of strategic plan in conjunction with the state-wide TCMP team and adapt where necessary		<ul style="list-style-type: none"> <li>Strategic Plan reviewed by TCMP – no revisions to goals or objectives made</li> <li>Several evaluation metrics redefined to support more accurate and relevant measurement within the timeframe of the project</li> </ul>

**3. Strategic Services - Pursuing opportunities for our business, our owners and our region.**

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
<p><b>3.1</b> <b>Attract, influence and manage private and public sector funding to achieve better regional outcomes</b></p>	<p>Improved long-term financial sustainability leading to increased value of CCA model to owners.</p>	<p>Develop and implement a stakeholder engagement plan to complement project level planning</p>		<ul style="list-style-type: none"> <li>Stakeholder engagement plan developed to ensure our staff, Committee Members and Directors are across key messages</li> </ul>
		<p>Advocate for regional projects to attract private and/or public investment in the region</p>		<ul style="list-style-type: none"> <li>Letters of support provided for two separate initiatives around youth engagement and recreation</li> <li>Compassionate Communities initiative considered by CCA Representatives</li> </ul>
		<p>Secure funding for relevant projects and strategic services initiatives</p>		<ul style="list-style-type: none"> <li>Negotiations took place with several potential proponents to share office space and work on collaborative projects</li> <li>Strategic partnerships progressed with TasNetworks, Hydro and Swinburne University, involving possible co-location at CCA offices and other initiatives</li> <li>Secured UTAS PhD scholarship with a view for the position to commence in January 2020</li> </ul>

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### Stronger Councils, Stronger Region

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
<b>3.2</b> <b>Plan, coordinate, facilitate, advocate and otherwise act on behalf of councils, when required</b>	Greater capacity to deliver and support councils, increasing value of CCA model to owners.	Evaluate requests and opportunities and act on behalf of councils (to be determined based on needs) where strategic alignment is achieved		<ul style="list-style-type: none"> <li>Discussed Coastal Pathway erosion and funding concerns with Deputy Prime Minister, Minister for State Growth and other parliamentarians</li> <li>Arranged for UTAS Vice Chancellor, Professor Rufus Black to meet with Mayors and General Managers to discuss the University's strategic direction and commitment to the RFP</li> </ul>
<b>3.3</b> <b>Assist with the implementation of additional shared services and collaborative working arrangements</b>	Increased rate payer and government confidence in councils - <i>Stronger Councils, Stronger Region.</i>	Develop an Internal Audit Program for Member Council consideration		<ul style="list-style-type: none"> <li>Developed draft Internal Audit Program and proposal for Waratah-Wynyard Council consideration</li> </ul>
		Establish program of events for local government networking		<ul style="list-style-type: none"> <li>Discussed opportunity/idea with several external stakeholders to test idea</li> <li>Presented RFP at LG Pro NW Branch meeting and progressed discussions re: joint LG networking program</li> </ul>
		Deliver regional events calendar through the events working group		<ul style="list-style-type: none"> <li>Refreshed website, incorporating Choose Cradle Coast look and feel to support EWG initiatives</li> </ul>
		Develop a shared services plan to be endorsed by the Representatives		<ul style="list-style-type: none"> <li>Explored shared service opportunities and commenced development of shared services plan and discussed proposed approach with some Councils</li> </ul>

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### Stronger Councils, Stronger Region

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
<b>3.4</b> <b>Promote local government careers and help councils with workforce development</b>	Councils have the right people in the right roles to meet service delivery needs.	Deliver Regional Employment Trials Project		<ul style="list-style-type: none"> <li>• 40 Council work experience placements secured</li> <li>• 12 speakers and four tours organised as part of training, this included Council staff talking about LG roles, guided tours of arts and events spaces and Council HR managers involved in mock interviews</li> <li>• Work experience placements commenced in Burnie</li> <li>• Additional training session organised for Kentish/Latrobe</li> <li>• Online jobs board created on the Choose Cradle Coast Website, providing Councils with the ability to upload vacancies</li> </ul>
<b>3.5</b> <b>Increase Member Council and external stakeholder communication</b>	Increased stakeholder confidence.	Biannual attendance at council workshops		<ul style="list-style-type: none"> <li>• Kentish Council</li> <li>• Central Coast Council</li> <li>• Burnie City Council</li> </ul>
		Maintain monthly newsletter and social media		<ul style="list-style-type: none"> <li>• Regular e-news maintained</li> <li>• New 'Choose Cradle Coast' social media presence established</li> <li>• Facebook content maintained</li> </ul>

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## Stronger Councils, Stronger Region



Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
		Continued radio, television and newspaper coverage		<p><b>The Advocate coverage:</b></p> <ul style="list-style-type: none"> <li>• REDSG Chair appointment</li> <li>• UTAS PhD Scholarship</li> <li>• Renewable Energy</li> <li>• Regional jobs growth</li> <li>• Sustainable Murchison Group/CCA MoU</li> </ul> <p><b>Radio/television coverage:</b></p> <ul style="list-style-type: none"> <li>• CEO interviewed on ABC Drive re: REWG</li> <li>• CEO interviewed on breakfast show re: Linking with a Leader event with Ambassador Stewart</li> <li>• CEO interviewed on Tasmanian Country Hour re: regional economic growth</li> <li>• CEO interviewed for Southern Cross story re: Cradle Coast Investment Prospectus</li> <li>• CEO interviewed on 7AD re: Cradle Coast Investment Prospectus</li> </ul>
		Public presentations		<p><b>Regional Futures Plan:</b></p> <ul style="list-style-type: none"> <li>• Economic Development Australia forum</li> <li>• CPA Business in the Boardroom Luncheon</li> <li>• LG Professionals NW Branch Ordinary Meeting and AGM</li> </ul>

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## Stronger Councils, Stronger Region

Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
		Regular, transparent and meaningful reporting to our owners and external stakeholders		<p><b>In addition to communication and engagement activities covered elsewhere, briefings were provided to:</b></p> <ul style="list-style-type: none"> <li>• Minister for Local Government, Mark Shelton MP</li> <li>• Shadow Minister for Regional Development, Catherine King MP</li> <li>• Senator Anna Urquhart</li> <li>• Minister for State Growth, Michael Fergusson MP</li> <li>• State Shadow Minister for Local Government, Anita Dow MP</li> <li>• Deputy Prime Minister, Michael McCormack MP</li> <li>• New Regional Tourism Organisation Chairman and CEO</li> </ul>
<b>3.6 Increase organisational performance (staff morale and capabilities)</b>	Increased confidence in CCA's capability and capacity to deliver – CCA has the right people and right skills to achieve its purpose.	Develop learning and development plans for all staff		<ul style="list-style-type: none"> <li>• Performance appraisals completed, including review of learning and development needs</li> </ul>
		Embed project management framework into business practices		<ul style="list-style-type: none"> <li>• Project management framework is now being applied to all projects</li> </ul>
		Review Strategic Plan (2017-20 Corporate Plan)		<ul style="list-style-type: none"> <li>• Board to commence strategic planning in October</li> </ul>
		Establish clear financial goals and continue to enhance and streamline financial reporting		<ul style="list-style-type: none"> <li>• Commenced development of streamlined reporting for 2019/20</li> <li>• Dashboard under development, for presentation with first quarter</li> </ul>