



ATTACHMENT C

**ORDINARY MEETING
OF COUNCIL**

**AGENDA
OPEN MEETING
21 JANUARY 2019**

**Item 10.9
Supporting Documents**

**CCA Reps Meeting Unconfirmed Minutes 22/11/18
CCA Annual General Meeting Unconfirmed Minutes 22/11/18
Cradle Coast Regional Futures Plan (2019-2022) Summary**

MEETING HIGHLIGHTS

Chief and Deputy Chief Representative Election

The CCA Representatives at the AGM held prior to the official meeting, nominated and endorsed Mayor Jan Bonde as the Chief Representative and Mayor Peter Freshney as the Deputy Representative for the next two years.

Coastal Pathway Technical Group

Mayor Walsh was endorsed as the Chair for the Coastal Pathway Technical Group.

Purpose of Representatives Meetings

Representatives discussed and agreed to make the Representatives meetings more interactive going forward, rather than just a reporting session, which will allow the General Managers and Mayors & CCA to communicate around more broader issues/priorities for the region. Representatives agreed to hold a meeting in early December to identify regional election priorities prior to the Federal election in 2019.

Removal of the 'Coast to Coast' section in the Advocate Newspaper

It was raised that the 'Coast to Coast' section in the Advocate Newspaper has been removed. Representatives expressed their disappointment with this and agreed to invite the Advocate's Editor to the meeting in February to address concerns and also use it as an opportunity to share the region's accomplishments.

MEETING MINUTES

REPRESENTATIVES MEETING

Date: 22 November 2018
Time: 10:30 am
Location: 1-3 Spring Street, Burnie

1. MEETING OPEN

Representatives held an in-camera session from 10:30 until 10:53 am. Within that session, it was noted that the CCA's CEO Mr Brett Smith will be leaving the CCA on 30 November 2018 and Mr Daryl Connelly has been appointed as the new CEO.

Chief Representative and meeting Chair, Mayor Jan Bonde, opened the meeting at 10:53 am, welcoming attendees and new Representatives from the recent local council elections.

Attendees and apologies are noted at Attachment 1.

Chief Representative thanked Mr Smith for all his hard work and achievements for the CCA in the past four years and congratulated Mr Connelly on his appointment.

2. PRESENTATION

2.1. CAT MANAGEMENT PRESENTATION

The CCA's Regional Cat Management Coordinator, Ms Halyee Kaplan entered the meeting at 10:57 am.

Ms Kaplan provided an overview on her role as the Regional Cat Management Coordinator. The Tasmanian Cat Management project is a state-wide, state funded initiative that was established to promote responsible and proactive cat management and work closely with stakeholders.

ACTION

EA to circulate a copy of the presentation to Representatives with the Minutes.

Chief Representative thanked Ms Kaplan for her presentation.

Ms Kaplan left the meeting at 11:13 am.

2.2. MACQUARIE HARBOUR SHORELINE CLEAN UP

The CCA's Coastal Coordinator, Ms Anna Wind entered the meeting at 11:14 am.

Ms Wind advised that the clean-up initiative has been successfully running for the past two years in Strahan by volunteers from the community and local organisations. CCA's NRM business unit recently won Tasmania's Clean Beach Award 2018 as a result of the clean-up initiative.

Ms Wind displayed a short video of the clean-up.

Chief Representative thanked Ms Wind for her presentation and congratulated the NRM team for their award.

Ms Wind and Mr Troy Brice left the meeting at 11:20 am.

3. STANDING ITEMS

3.1. DECLARATIONS

Nil

3.2. CONFIRMATION OF MINUTES

Minutes of 23 August 2018 Representatives Meeting were provided at Agenda Item 3.2

CCA CEO advised that in relation to Item 9 – AMG Legacy Proposal in the August Minutes, Mr Scott Wade and Mr Royce Fairbrother provided some further information around the proposal at a recent CCA Board meeting. It was agreed that Mr Wade and Mr Fairbrother would present to the Representatives in the new year.

Resolution

The Representatives **ENDORSED** the 23 August 2018 Representatives Meeting Minutes.

Moved: Mayor Walsh / Seconded: Mayor Vickers / CARRIED

3.3. ACTIVITY REGISTER

A schedule of activities was presented at Agenda Item 3.3

The Activity Register was discussed with edits noted.

Resolution

The Representatives **ACCEPTED** and **NOTED** the Activity Register.

Moved: Mayor Walsh / Seconded: Mr Paul West / CARRIED

3.4. CORRESPONDENCE

A briefing note was presented at Agenda Item 3.4

Deputy Mayor Don Thwaites thanked Mr Rodney Greene from Burnie City Council for initiating the National Energy Guarantee (NEG).

Resolution

The Representatives **NOTED** the Correspondence.

Moved: Mayor Wilson / Seconded: Mayor Vickers / CARRIED

4. CRADLE COAST AUTHORITY UPDATE

4.1. QUARTERLY REPORT & FINANCIAL STATEMENTS

The Quarterly Report and Financial Statements were presented at Agenda Item 4.1. The Quarterly Report was circulated as a separate attachment to the Agenda.

Resolution

The Representatives **ACCEPTED** and **NOTED** the Quarterly Report and Financial Statements.

Moved: Mayor Walsh / Seconded: Mayor Thwaites / CARRIED

5. FOR DISCUSSION

5.1. PURPOSE AND PROCESS OF REPRESENTATIVES MEETINGS

Chief Representative would like to improve the purpose of the Representatives meetings, meaning less of a reporting session and more of an interactive meeting.

Representatives held a lengthy discussion around how they can help elected members better understand the CCA. Deputy Chief Representative encouraged Mayors and General Managers to share the CCA's projects, initiatives and purpose with their respective councils and act as an advocacy for the CCA.

It was agreed that the Representatives need to meet before the end of 2018 to discuss and identify regional issues / priorities prior to the federal election in 2019.

Mr Daryl Connelly noted that the Futures Plan is a good basis for identifying projects / priorities for the region, as a lot are captured within the plan.

ACTION

EA to schedule a time for Representatives to meet in mid-December to discuss election priorities.

6. FOR NOTING

6.1. COASTAL PATHWAY

A briefing note was presented at Agenda Item 7.1

CCA CEO advised that a technical group for the Coastal Pathway has been formed. Mr Paul West is a General Manager representative on the group and there is currently a vacancy for a Mayor to chair the group. CEO asked that a Mayor be nominated at today's meeting.

Mayor Robby Walsh volunteered to be the technical group chair. There were no other nominations or volunteers.

General Manager Andrew Wardlaw noted the progress with the Burnie to Wynyard Pathway. There has been a delay in the transfer of the corridor due to a storm in winter. Work would have already commenced, however due to the coastal erosion issue it has been delayed. Construction will potentially start later in 2019.

Resolution

That Mayor Robby Walsh is **ENDORSED** as the chair of the Coastal Pathway technical group.

Moved: Mayor Wilson / Seconded: Mayor Kons / CARRIED

6.2. CRADLE MOUNTAIN MASTERPLAN

Nil to report

6.3. REGIONAL FUTURES PLAN (RFP)

Mr Daryl Connelly presented the Regional Futures Plan (RFP) to Representatives.

Mr Connelly reiterated that the RFP is a plan for the region, not the CCA. Managers and CCA Board met recently with the Premier and Cabinet and the RFP was very well received by Cabinet members.

Mayor Kons highlighted the issue that small businesses struggle to gain access to capital in regional Australia. It was suggested to offer upskilling opportunities to employers rather than employees.

Resolution

Representatives **NOTED** the Futures Plan update and **ENDORSED** the proposed actions.

Moved: Mayor Vickers / Seconded: Mayor Walsh / CARRIED

7. LOCAL GOVERNMENT UPDATE

Nil

8. GENERAL BUSINESS

- *CCA Board Vacancy*

Chief Representative advised that as Mr Duncan McFie is no longer the Mayor of King Island Council, which creates a vacancy within the CCA Board.

The Mayors agreed to nominate a CCA Board Director at the LGAT meeting on Friday 7 December 2018.

- *Cultivate – Award Winning Tasmania*

Recently Mr Ben Milbourne and Mr Simon Hamilton presented to the CCA Board around Award Winning Tasmania. Their primary focus at present is their other television series 'FoodLab', however are expecting to shift their focus to Award Winning Tasmania in the early new year.

CEO advised that CCA now have a more detailed plan of locations for shooting.

- *Concerns regarding the removal of the Coast to Coast section in the Advocate Newspaper*

Mayor Walsh advised that some Mayors, himself included, are concerned that the Coast to Coast section has been removed from the Advocate Newspaper. Waratah-Wynyard Council has sent CCA a letter asking that the CCA with the support of Representatives, voice their concerns.

Resolution

That CCA invite the editor of the Advocate Newspaper to the February Representatives meeting to express what the community feels it is missing out on, and to also advise of the positive accomplishment for the region.

Moved: Mayor Robby Walsh / Seconded: Mayor Vickers / CARRIED

9. MEETING CLOSE

Meeting closed at 1:01pm.

The next meeting will be held on 22 November 2018 at Cradle Coast Authority.

Attachment 1: Attendees, Observers and Apologies

Representatives

Alderman Steve Kons	Mayor, Burnie City Council
Councillor Jan Bonde	Mayor Central Coast Council (Chief Representative)
Ms Sandra Ayton	General Manager, Central Coast Council
Councillor Daryl Quilliam	Mayor, Circular Head Council
Mr Scott Riley	General Manager, Circular Head Council
Mr Paul West	General Manager, Devonport City Council
Councillor Tim Wilson	Mayor, Kentish Council
Councillor Don Thwaites	Deputy Mayor, Kentish Council
Mr Troy Brice	General Manager, King Island Council
Councillor Peter Freshney	Mayor, Latrobe Council (Deputy Chief Representative)
Mr Gerald Monson	General Manager, Latrobe Council
Mr Shane Crawford	General Manager, Waratah-Wynyard Council
Councillor Robby Walsh	Mayor, Waratah-Wynyard Council
Councillor Phil Vickers	Mayor, West Coast Council

Cradle Coast Authority

Mr Sid Sidebottom	Chairperson
Mr Malcolm Wells	Director
Mr Andrew Wardlaw	Director
Ms Kathy Schaefer	Director
Mr Tony Moore	Director
Mr Rod Stendrup	Director
Alderman Annette Rockliff	Director
Mr Brett Smith	Chief Executive Officer
Ms Cat Gale-Stanton	Manager, Media & Communications
Mr Daryl Connelly	Industry Development Manager, A/Regional Tourism Manager
Mr Spencer Gibbs	NRM Manager
Ms Lauren Clarke	Executive Assistant, Meeting Secretariat

Apologies

Alderman Giovanna Simpson	Deputy Mayor, Burnie City Council
Councillor David Munday	Mayor, King Island Council
Alderman Alison Jarman	Deputy Mayor, Devonport City Council
Ms Eleanor Strang	A/General Manager, West Coast Council

Observers

Councillor Norman Berechree	Deputy Mayor, Circular Head Council
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MEETING MINUTES

ANNUAL GENERAL MEETING



Date: 22 November 2018
Time: 10:00 am
Location: Cradle Coast Authority Offices, Burnie

1. STANDING ITEMS

1.1. Acknowledgement of Country

The Cradle Coast Authority (CCA) Chief Executive Officer (CEO) acknowledged and paid respect to the palawa people as the traditional and original owners, and continuing custodians of this land on which we gather today and acknowledge elders – past, present and emerging.

1.2. Welcome / Apologies

Chief Representative and Meeting Chair, Mayor Jan Bonde, opened the meeting at 10:06 am, welcoming attendees and observers, and noting apologies.

The Attendees, Observers and Apologies are noted at Attachment 1.

1.3. Declarations

Nil

1.4. Confirmation of 2017 Annual General Meeting Minutes

Minutes of the CCA's 2017 Annual General Meeting, held on 23 November 2017, were provided at the meeting.

Motion

That Representatives ENDORSE the minutes of the CCA's 2017 Annual General Meeting.

Moved: Mayor Vickers / Seconded: Mr Gerald Monson / CARRIED

1.5. Presentation of Annual Report 2017/18

Hard copies of the 2017/18 Annual Report were tabled at the meeting.

Chief Representative Bonde expressed that the Cradle Coast region is more solid and united than ever before and thanked CCA Board Chair, Mr Sid Sidebottom for his enthusiasm and dedication to the Board and the Cradle Coast region over the past 18 months. Chief Representative Bonde also thanked CCA CEO, Brett Smith and his staff for continuing to produce admirable work whilst facing challenging times.

Mr Sid Sidebottom expressed that the region has been challenged over the past year, and reiterated that it's important not to lose sight of all the positive happenings, and good work within the region.

Mr Sidebottom reflected on the positive achievements that all those involved should be proud of, such as the co-funding for the Coastal Pathway and Cradle Mountain Precinct and thanked all Representatives for their work towards the betterment of the Cradle Coast region.

CCA CEO, Brett Smith thanked CCA Representatives for their support and noted the positive significant changes regarding solidarity for the region over the past year.

Mayor Wilson noted that Sheffield and Latrobe were missed off the map on page 4 of the Annual Report.

Motion

That Representatives ENDORSE the CCA's 2017/18 Annual Report.

Moved: Mayor Wilson / Seconded: Mayor Walsh / CARRIED

2. FOR DECISION

2.1. Election of Chief Representative and Deputy Chief Representative

CCA CEO advised that the current CCA *Rules* state the election of the Chief and Deputy Chief Representatives occurs every two years.

Nominations were called from the floor for the position of Chief Representative, with the following nomination received:

- Mayor Peter Freshney was nominated

Mayor Freshney politely declined the nomination.

Nominations were again called from the floor for the position of Chief Representative, with the following nomination received:

- Mayor Jan Bonde was nominated

There were no objections and no other nominations, resulting in Mayor Bonde being appointed as Chief Representative.

Nominations were called from the floor for the position of Deputy Chief Representative, with the following nomination received:

- Mayor Peter Freshney

There were no objections and no other nominations, resulting in Mayor Freshney being appointed as Deputy Chief Representative.

3. MEETING CLOSE

Meeting closed at 10:27 am.

Cradle Coast Authority Representative's Meeting follows in closed session.

Confirmed:

Chief Representative	Date
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Unconfirmed

Attachment 1: Attendees, Observers and Apologies

Representatives

Mayor Steve Kons	Burnie City Council
Mayor Jan Bonde	Central Coast Council – Chief Representative
Ms Sandra Ayton	Central Coast Council
Mayor Daryl Quilliam	Circular Head Council
Mr Scott Riley	Circular Head Council
Mr Paul West	Devonport City Council
Mayor Tim Wilson	Kentish Council
Councillor Don Thwaites	Kentish Council
Mr Gerald Monson	Kentish and Latrobe Councils
Mayor David Munday	King Island Council (via Zoom)
Mr Troy Brice	King Island Council (via Zoom)
Mayor Peter Freshney	Latrobe Council – Deputy Chief Representative
Mayor Robby Walsh	Waratah-Wynyard Council
Mayor Phil Vickers	West Coast Council

Cradle Coast Authority

Mr Sid Sidebottom	Board Chair
Mr Malcolm Wells	Director
Mr Rod Stendrup	Director
Mr Andrew Wardlaw	Director
Ms Kathy Schaefer	Director
Mr Tony Moore	Director
Mr Brett Smith	Chief Executive Officer
Ms Lauren Clarke	Executive Assistant & Minutes Secretariat
Ms Claire Smith	Manager, People Culture & Finance
Mr Daryl Connelly	Industry Development Manager & A/Regional Tourism Manager
Mr Spencer Gibbs	NRM Manager
Ms Catherine Gale-Stanton	Communications Officer

Observers

Councillor Norman Berechree	Circular Head Council
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Apologies

Alderman Giovanna Simpson	Burnie City Council
Alderman Annette Rockliff	Devonport City Council
Alderman Alison Jarman	Devonport City Council
Ms Eleanor Strang	West Coast Council

The Cradle Coast Regional Futures Plan 2019 – 2022

Summary Version



26 November 2018

The Cradle Coast Authority – Councils Working Regionally

West and north-west Tasmania (the Cradle Coast) comprises places and communities linked by strong geographical, social, cultural and economic relationships and mutual interdependence. These places and communities are supported by the region's 9 collaborative councils.

The Cradle Coast Authority (CCA) is owned by these councils and it exists to make it easier for them to effect positive change at the regional level. This Futures Plan, developed by CCA on behalf of our member councils and other key regional stakeholders, is one such response.

While the Futures Plan is a plan for the region, as opposed to a plan for CCA, we have a vital role to play in its implementation. Like all CCA's work, this role is undertaken on behalf of our councils.

Our councils recognise the importance of working together to tackle complex problems that cannot be dealt with individually. We value and respect their contribution to the development of the Futures Plan and their ongoing role in shaping its implementation.

The new Regional Governance Framework, developed as part of this project, complements and builds on the effective individual and collective engagement between our councils and CCA. The councils' involvement in this ambitious project has contributed to the development of a shared agenda that provides the opportunity to extend these positive relationships and sets a positive tone for the future.

The identified regional challenges that the Futures Plan will address, impacts our regional and heartland economies in different ways. While planning regionally is important for developing economies of scope and scale, related action needs to be co-designed and implemented locally. Our Councils have a key strategic and operational role in supporting local action that will contribute to collective success.

The Futures Plan and proposed governance arrangements provide a crucial platform for working collaboratively across sectors, organisations and boundaries on the complex challenges that are not effectively being dealt with separately. While the responses to these challenges often need to be industry led, CCA and our councils have an important role in championing these new ways of working better together.

The project brought together the knowledge and experience of the region's industry, government and community leaders to develop the Futures Plan. We value and appreciate their contribution and look forward to working with them again in the implementation phase.

I would like to pay tribute to the members of the project's reference group – Mike Brindley, Rodney Greene, Lara Hendriks, Sarah Jones, Danielle Kidd, James McCormack, EJ Shu, Brett Smith (CEO) and Kent Wyllie. Their expertise and enthusiastic contribution to the process is greatly appreciated. I also wish to thank all our staff for their involvement, especially Peter Murden and Daryl Connelly who led this ambitious and complex project.

The project was co-funded by the Australian Government, through their Building Better Region's funding program. We thank them for their support.



The Hon. Sid Sidebottom
Chairperson

The Cradle Coast Regional Futures Plan

Introduction

Tasmania's Cradle Coast comprises places, communities and industries linked by strong geographical, social, cultural and economic relationships and mutual interdependence.



Figure 1 - The Cradle Coast Region and its 9 local government areas

For the region to be ready and able to make the most of the rapidly changing global economy, it is dependent on our key export growth industries and related local service provision.

We are going through a period of economic growth and the related fundamentals for the region are strong. The economy is diversifying, with successfully transitioning foundation industries, such as manufacturing and food processing, agriculture and forestry and emerging opportunities in aquaculture, niche food production, renewable energy, tourism and health care and social assistance.

Current projections suggest a potential net increase in jobs through to 2022, over and above current trends

The region's economic prosperity is dependent on the specialisations and competitiveness within and across these key sectors and needs to be underpinned by a resilient workforce to support such growth.

There are several embedded challenges that need to be overcome to ensure the workforce is well-placed to provide the skills and capabilities to take on the jobs that are coming, especially in full-time higher skilled occupations. These challenges include:

- High unemployment rates
- Low educational attainment levels
- Shrinking working-age population
- Retaining population
- Regionally dispersed population
- Significant labour demands

The challenges are complex and proving difficult to address. They span many sectors, organisations and responsibilities and so require a more collaborative effort.

Organisations that exist to serve and support our region's enterprises and communities, that are often in competition with each other, need a new and better way of working together on the challenges that are not effectively being dealt with separately

The Cradle Coast Regional Futures Plan (Futures Plan) has been created in response to these challenges. It establishes a shared narrative to guide collective regional and local action, aimed at improving living standards in the region by boosting regional growth and fostering a more resilient economy - with a sharp focus on creating more jobs and better jobs.

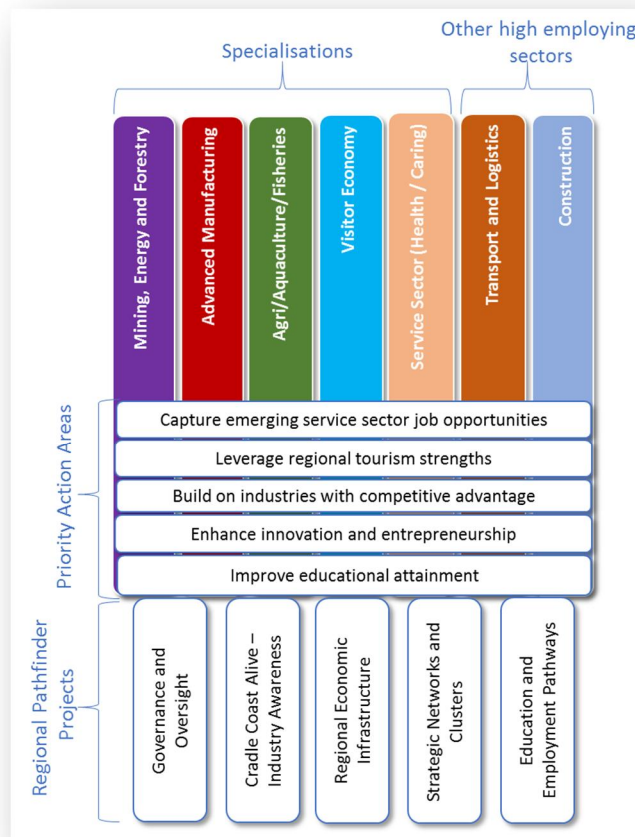


Figure 2 – Futures Plan's key place based, cross-cutting priority focus areas to support more jobs and better jobs

Analysis of economic data¹ demonstrates the importance of a diverse range of sectors underpinning the region's economy, including – mining, construction and retail services etc. However, a priority for the Futures Plan is to focus, at least, initially on the high value growth sectors that also have the greatest existing or emerging jobs growth opportunities, including:

- Advanced manufacturing
- Agribusiness, including aquaculture
- Forestry
- Renewable energy
- Health care and social assistance
- Tourism

Several priority areas have been identified and a suite of co-designed actions that span these key economic and jobs growth sectors, have been developed.²

The identified challenges impact our local communities in different ways, which reinforces that while planning regionally is important for developing economies of scope and scale to address such issues, related action needs to be co-designed and implemented locally. Understanding the drivers of and the interrelationships between each of the region's economic zones – i.e. assets / strengths; industry composition, size and proximity etc, will help shape responses to the identified regional challenges.

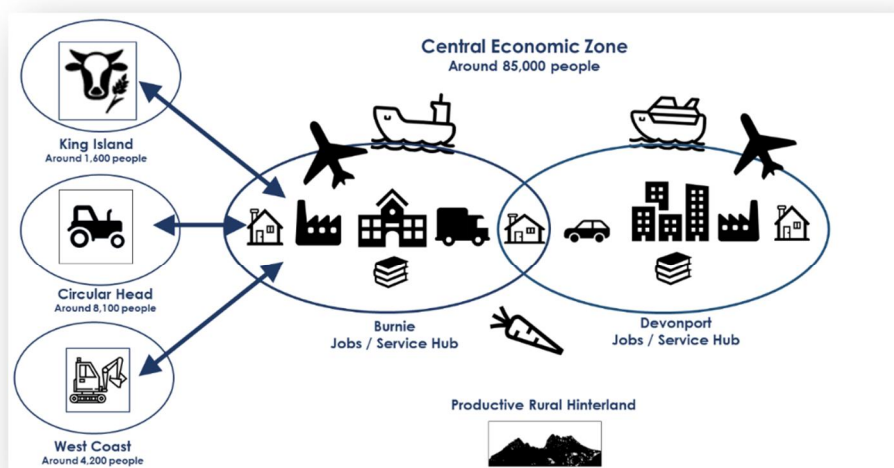


Figure 3 – Foundations of the Cradle Coast economy

Rather than being a region of dispersed local communities, it is better described as a diverse, strong, regional hub and spoke economy – with the twin cities supporting three smaller, interconnected, strategic, geographically distributed economies

A new, innovative regional system of governance has been developed to support the implementation of the Futures Plan that is about regional stewardship, connection, coordination and cooperation and provides an effective platform for working together.

¹ For more detailed analysis refer to the Cradle Coast Regional Futures Plan – Technical Report

² See Figures 2 and 7 for more detail.

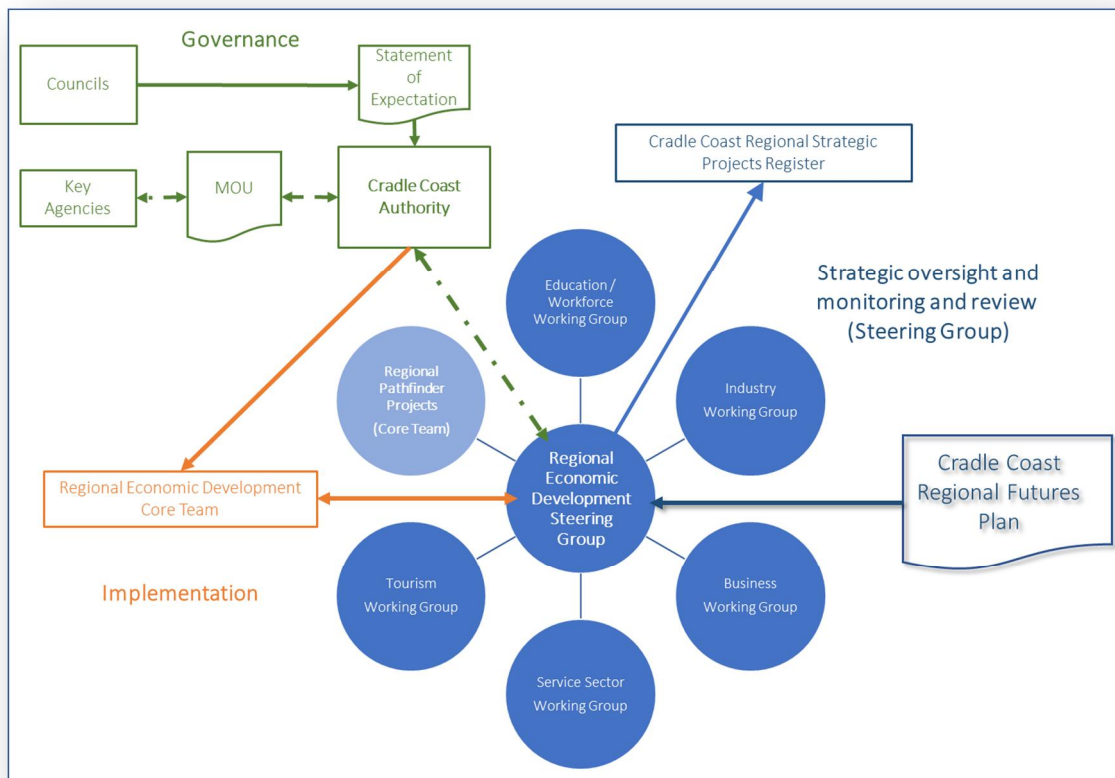


Figure 4 – Regional Futures Plan Governance Arrangements

Key features of the new arrangements include:

- The Cradle Coast Authority (CCA) acting as the legal entity to provide the oversight for the implementation of the Futures Plan and provide the executive / administrative support for the new governance arrangements
- Development of a Memorandum of Understanding between the key agencies involved to demonstrate commitment and agree on resourcing, processes, roles and timeframes, etc.
- A Regional Economic Development Steering Group – will be established to provide the overall systems leadership and guide the implementation and review of the Futures Plan
- Regional Economic Development Core Team will be established to support The Steering Group and provide overall systems management and administration support
- Working Groups will be established for each of the Futures Plan priority areas to align efforts, identify opportunities for collaboration and reducing duplication, establish, oversee and support specific project teams and advise the Steering Group on matters relating to each priority area
- A strategic regional investment framework will be developed to provide a more consistent and systemic approach to identifying and prioritising strategic regional investment opportunities (including infrastructure projects)

Clusters, or the hotspots of innovation and other economic related activity within the region's strategically significant, overlapping business, community and government networks are the engine room of the region's economy. Supporting the region's high growth / high impact clusters is a targeted and clearly focused way of investing limited resources into growth opportunities that will help improve the region's competitiveness and productivity. Where a

cluster framework may not be the most effective approach to development, other strategies / actions have been identified that support the shared needs of enterprises such as supporting new product development, training and skills development.

The Futures Plan will identify, support and harness the power of the region's strategically significant networks to align effort to better deal with complex challenges or respond to new opportunities

Rather than an expansive, detailed plan with little chance of being implemented, the focus of the Futures Plan is more about planning and doing. It involves decision making, collaboration and activating resources across organisations and networks, with an emphasis on starting first with what matters most – developing and implementing initial *pathfinder*³ projects will help embed new systems and processes, and develop relationships, trust and confidence from some early wins.

The Futures Plan is based on the principles of *action learning*, meaning that the implementation and monitoring, evaluation and reporting are integrated and occur at the same time. This will provide targeted and rapid feedback about what is and is not working and support the process of continuous improvement.

Negotiating and putting in place the new governance arrangements will take some time and yet there is a demonstrated need for action that will be crucial to gaining momentum. An interim implementation plan has been developed to support moving into the next phase, including establishing the governance arrangements while supporting progress of initial projects.

Barriers to economic growth and more jobs / better jobs

Current projections suggest a potential net increase in jobs through to 2022, over and above current trends.

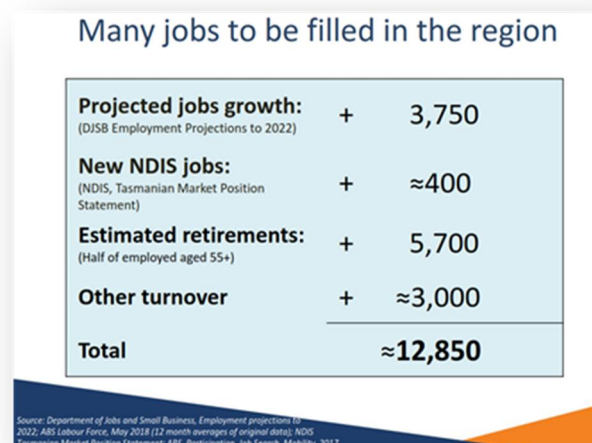


Figure 5 – Projected jobs growth to 2022⁴

³ Where to start first - Initial key, high-level actions that span all priority areas and require a cross-cutting collective regional response, or key high-level actions within a specific priority action area. See Figure 7.

⁴ Source: Ivan Neville (Labour Market Research and Analysis Department of Jobs and Small Business)

There are some deeply embedded systemic, structural challenges that need to be overcome to ensure the workforce is well-placed to provide the skills and capabilities to take on the jobs that are coming, especially in full-time higher skilled occupations, including⁵:

- [High unemployment rates](#) - Including youth unemployment and longer term unemployed (higher in most of our Council areas than the Tasmania average)
- [Low educational attainment levels](#) - There is a need to improve education outcomes including life skills. Many employers have trouble recruiting suitable workers. Most new jobs require post school qualifications
- [Shrinking working-age population](#) - Due to a combination of older and aging workforce, static population growth and out-migration
- [Retaining population](#) - The region has an ageing population and retaining youth in the region, particularly for the workforce is a challenge
- [Regionally dispersed population](#) - Isolation of some communities such as King Island, far North West and the West Coast presents challenges for economic and services development. The hotspot for population growth is at the eastern end of the region
- [Significant labour demands](#) - A significant number of new, skilled jobs will be added to the economy - that coincides with an aging / shrinking workforce – filling these jobs / skills gaps will be a challenge

It is not possible for the Futures Plan to address every aspect of economic and jobs growth, but it can make a positive contribution to turning around the interrelated downward trends impacting the region's labour markets by focusing its collective efforts on:

- Stimulating more full-time employment across the Cradle Coast with more skilled work and workers earning higher incomes
- Increasing educational attainment to assist in building the relevant skills base in the local population to secure these better jobs and the resultant increased incomes
- Addressing the liveability issues likely to influence decisions to stay, live and work in the region
- Strengthening the capacity for business to attract skilled workers from other locations as required

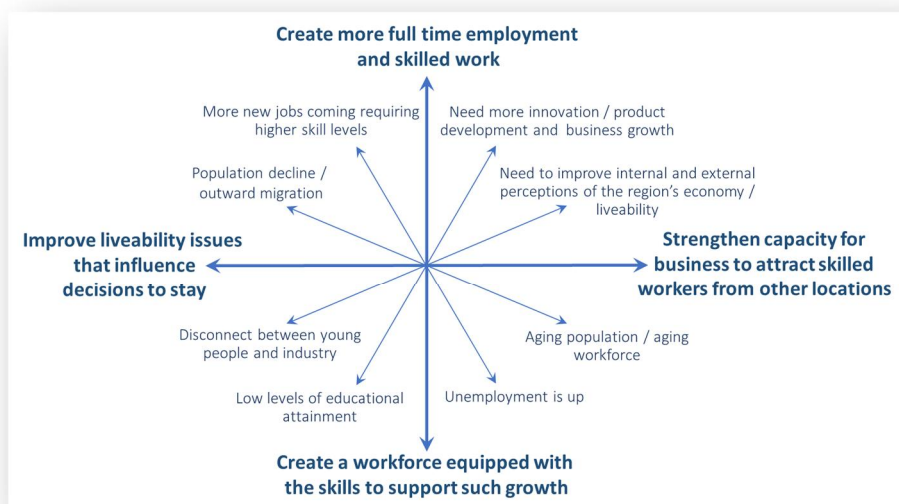


Figure 6 – Sphere of influence of the Futures Plan in helping to overcoming the challenges to economic and jobs growth

⁵ Other community and regional economic data is available via the Cradle Coast Regional Profile - <https://economy.id.com.au/cradle-coast>.

Context for the Futures Plan

The Futures Plan is more than a planning document. It is as much about a new, agile and responsive way of working better together. Emphasis is mainly on locally owned, practical strategies and actions that require no or limited external support. It is expected that where external support is required, local and regional leaders will be included in the design and delivery of such support.

An improved understanding of the foundations of the region's economy⁶ reinforces the importance of working more inclusively and collaboratively to create economies of scale and reduce duplication on settlement / place making and place shaping challenges and opportunities that can support economic growth. It also reinforces the strategic linkages / interrelationships and assets that can be activated at different functional scales to achieve improved local outcomes.

Working collaboratively is difficult. It involves decision making, collaboration and activating resources across organisations and networks and while it is based on a longer-term strategic agenda, it must provide an agile and adaptive, relatively short-term approach to implementation and review.

Our approach is about collective leadership, connection, coordination and cooperation and not about aggregating, duplicating or hindering existing effective approaches. It is about collective leadership (including governments), shared responsibility and commitment of identified key agencies and highly skilled and well-resourced support services that are in sync with a rapidly changing regional economy.

Such an approach focuses on starting first with what matters most – developing and implementing initial *pathfinder projects* to help embed new systems and processes, and develop relationships, trust and confidence from some early wins.

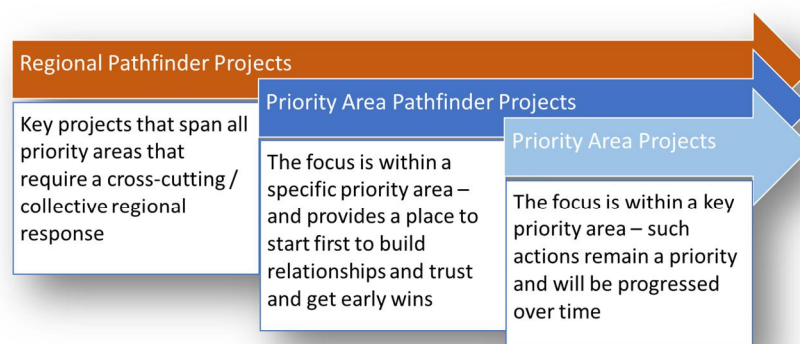


Figure 7 - The Futures Plan provides the agreed areas of focus and a program of priority actions

The Futures Plan and governance arrangements provide a crucial platform for working collaboratively across sectors, organisations and boundaries on the complex challenges that are not effectively being dealt with separately

⁶ See Figure 3.

The Futures Plan at a glance:

Purpose Boosting regional growth and fostering a more resilient economy to lift the living standards of all residents in the region This will be achieved through a shared agenda and collective leadership to identify actionable investment priorities with the highest potential return to the community – with a focus on more jobs and better jobs.					
Strategic Intent Improving educational attainment Enhancing innovation and entrepreneurship Building on industries with a competitive advantage for economic growth Leverage regional strengths to develop the tourism industry Capture employment opportunities from emerging services sector Developing the related leadership / oversight		Building on our regional strengths Economic fundamentals Traditional Industries Agricultural output New growth sectors Innovation			Connectivity Natural / built assets Services sector Educational assets
Regional Pathfinder Projects Regional Education and Employment Pathways Plan Support strategically significant networks and clusters Cradle Coast Alive - Industry and Employment Awareness Program Regional Economic Infrastructure Group Governance – Regional economic development					
Priority Area Pathfinder Projects					
Education / Workforce Promote Schools-based Apprenticeships Improve school industry connections	Industry Manufacturing centre of excellence Battery of the nation taskforce	Business Network of business associations Network of innovation hubs	Services Sector Health professional recruitment and retention Caring services cluster	Tourism Cradle to Coast Tasting Trail New tourism experiences Develop regional food tourism cluster Regional destination management plan	
Other Priority Area Actions					
Education / Workforce UTas' Children's University Leverage UTAS' West Park development Extend the Burnie Works project Retain aged workers in key sectors Short courses for management training Ensure VET grades count towards ATAR	Industry Support Tas Hort Export Group Support regional fermentation Harmonise regulations / permits	Business Youth entrepreneurship activities	Services Sector Retain aged workers in caring services sector	Tourism Tourism operator training experiences New product development / start-ups Develop eco-adventure tourism cluster	
Key Outcomes – Increased:					
Economic leadership / advocacy Businesses employing workers Worker productivity	Economic driven population growth Workforce participation / Size of workforce Regional GDP	Vocational and tertiary education attainment Full time (equivalent) jobs Regional Value Add	Business start-ups / scale-ups Skilled jobs Weekly household incomes		

Figure 7 – The Cradle Coast Regional Futures Plan overview

Assets and strengths on which the region can build

Heritage of traditional industries - Including manufacturing and agriculture. Significant change in each of these industries has been a challenge and the businesses that have adapted are strong - focus will be on continuing to help improve the resilience and competitiveness of these industries

Established reputation for agricultural output - Rich agricultural surroundings and the climate provide conditions for high quality and a diverse range of food production – focus will be on helping local firms leverage on their distinctive products and value adding through innovative processing

Emerging industry growth sectors - Including renewable energy, precision forestry and aquaculture – focus will be on helping develop scale, resilience and competitiveness

Emerging services sector - Particularly in health care and social assistance, which is projected to grow significantly faster than other industries – focus will be on helping to develop the associated skilled workforce to support such growth

Tourism - A significant driver for local and regional economies with food / beverage and outdoor activities providing competitive advantages - focus will be on developing new high value product, so the region becomes more than a drive through destination

Fundamentals of the region's economy are quite sound - More than half the industries in the region are expected to see net jobs growth – particularly in health care and social assistance, manufacturing, construction, agriculture, accommodation, food and retail – focus will be on making sure there is a workforce that is well-placed in terms of skills and capabilities to take on jobs that are coming, especially in full-time / higher skill occupations

A connected region - The region comprises a series of interconnected, geographically distributed heartland economies, supported by the twin city central economic zone with Burnie and Devonport as the two major service / jobs centres. Over 75% of the region's population are concentrated in the towns and cities along the coast between Latrobe and Wynyard that make up the central economic zone – focus will be on improving coordination of effort between the councils and leveraging the economies of scope and scale for the benefit all residents across the region

Assets and infrastructure - The region is well supported by roads, rail and air and sea port infrastructure – focus will be advocating for continued improvements to strategic infrastructure and improved cost-effective connections within and into / out of the region

Educational assets - The region is well serviced with educational assets and services – focus will be on improving coordination and integration across education and employment pathways in the region

Innovation - High levels of business entries and successful transitioning in traditional industries suggests high levels of innovation and entrepreneurship – focus will be on helping new businesses form and existing businesses survive / scale up to deepen the economic base

Futures Plan intent and priority action areas

Improving educational attainment (education)

- Improved young peoples' perception of Cradle Coast region's advantages / education choices and employment opportunities
- Improved engagement, coordination and cooperation between business, schools and other educators
- Improved connection between young people and employers

- Improved collaboration, alignment and integration between post-school education providers
- Education and training providers are developing employment ready workers

Enhancing innovation and entrepreneurship (business)

- Demonstrated support for start-up and scale-up enterprises
- Improved opportunities for young entrepreneurs
- Development of supportive connections, relationships and networks

Building on industries with a competitive advantage for economic growth (industry)

- Improved internal and external perception of Cradle Coast region's advantages / education choices and employment opportunities
- Demonstrated industry support for schools' engagement / career pathways initiatives
- Changed perception of the value of and take up of VET and trades as employment pathways
- Improved middle management training and development opportunities
- Demonstrated support for identified regional specialisations / growth sectors
- Demonstrated support for emerging specialisations such as precision forestry, renewable energy and aquaculture

Leverage regional strengths to develop tourism industry (tourism)

- Continued development of collateral to showcase the region as a world class visitor experience
- Improved sector cooperation / collaboration
- Improved value adding product and business development that contributes to the region's attractiveness as a visitor destination

Capture employment opportunities from emerging caring and social assistance service sector

- Improved perception of the sector as a career pathway
- Improved connection between young people, schools, other educators and sector employers
- Improved collaboration, alignment and integration between post-school education providers and sector employers
- Retention of aged workers

The Futures Plan - Regional Pathfinder Actions

Initial key high-level actions that span all priority areas and require a cross-cutting collective regional response

Project	Tasks
<p>Develop and implement the Cradle Coast Alive Industry and Employment Awareness Program</p>	<ul style="list-style-type: none"> • Establish the Cradle Coast Alive Working Group to develop and implement the program to raise awareness of regional employment opportunities and improve connections between young people, schools, other educators and sector employers <ul style="list-style-type: none"> ○ Map existing links / activities in schools by industry, employers, other educators, not-for-profits and other providers ○ Work with Council Mayors and local education / youth engaged committees to expand industry / employer promotion in schools ○ Support / expand industry and employer engagement to inform educational pathways

	<ul style="list-style-type: none"> ○ Solicit regional industries to allocate funds to support youth engagement activities in schools ○ Promote to families and schools the value of VET and trades as a career pathway ○ Actively message and promote the service sector in schools to change the perception of the services sector as a career pathway ● Develop online promotional resources and events to showcase the region as a place to live, its growth industries and employment possibilities
Develop a Regional Economic Infrastructure Group	<ul style="list-style-type: none"> ● To work with the Tasmanian and Australian Governments to continue to improve strategic road, air and sea assets and infrastructure to improve connections within and into / out of the region ● Advocate for improved ICT infrastructure (e.g. mobile and high-speed broadband)
Support strategically significant networks and clusters	<ul style="list-style-type: none"> ● Develop a Cluster Manager Network for existing and emerging cluster managers to support knowledge and resource sharing, professional development and collective advocacy ● Support development of existing clusters and emerging specialisations such as precision forestry, renewable energy and aquaculture
Develop and implement an action-learning based Regional Education and Employment Pathways Plan	<ul style="list-style-type: none"> ● Establish a Cradle Coast Regional Workforce Plan Working Group to support the establishment and implementation of the Plan, includes: <ul style="list-style-type: none"> ○ Map the jobs / skills gaps, particularly across the identified and emerging high priority growth sectors ○ Provide a more coordinated / systemic approach by economic and jobs growth services providers to identified high growth sectors ● Investigate the Local Learning and Employment Networks model (Victoria) to improve alignment, coordination of service delivery in the region's education and training sector - http://www.llen.org.au/ ● Investigate the merit of introducing an 'online Talent Communities (Jobs Pipeline) Platform' – such as https://www.geelongcareers.org.au/
Governance - Leadership / oversight of the Futures Plan	<ul style="list-style-type: none"> ● Ensure CCA has a mandate / resources to fulfil its regional development role and provide oversight for the implementation of the Futures Plan ● Develop a cross sector steering committee to guide the implementation of the Futures Plan and advise the CCA Board on related economic development matters ● Develop an effective system for identifying, prioritising and seeking investment for strategic regional projects

Priority Area Pathfinder Actions

Where to start first to build relationships and trust and get early wins within each priority action area

Education	Industry	Business	Services sector	Tourism
<p>Promote schools-based apprenticeships Advocate for growing school-based apprenticeships and traineeships program and develop and pilot a model for schools-based apprenticeships in local councils</p>	<p>Establish an advanced manufacturing centre of excellence Advocate for and support the TMEC Centre becoming a world-class centre of excellence for specialised manufacturing</p>	<p>Facilitate the development of a network of business associations For mentoring, sharing of ideas and collaboration</p>	<p>Improve health professional recruitment and retention Establish an industry led steering group to develop and implement a regional health professional recruitment and retention strategy</p>	<p>Scale up the Cradle to Coast Tasting Trail Work with the Tasting Trail Committee to increase the depth and breadth of product and associated governance arrangements</p>
<p>Improve relationships between schools and specific industry sectors Develop local pilot projects to promote / connect job seekers and employers for entry level job opportunities</p>	<p>Establish a Battery of the Nation Taskforce Advocate for and establish the region as a centre of excellence for renewable energy</p>	<p>Advocate for and support the development of a network of business innovation hubs Ensure business building services are available to support innovation and 'scale-ups' across the region</p>	<p>Consider establishing a 'Caring Services Cluster' A network of employers, educators and schools</p>	<p>Map new high growth / high impact tourism experience ecosystems to identify new value adding product Develop resources and workshops to support new product development in such eco-systems (e.g. cuisine, cruise ships, eco-adventure, technical, on farm etc.)</p>
				<p>Develop a regional food tourism cluster That focuses on food production / value add (Tasting Trail); new product development and developing a cuisine culture</p>
				<p>Review the 2014 Regional Destination management Plan Develop a regional destination management approach to tourism industry and product development</p>

Other Priority Area Actions

Other identified priority actions that will be progressed over time

Other Actions				
Increase promotion of and engagement with UTas' Children's University	Support the scale up the Tasmanian Horticulture Export Group Work with the Group to develop and pilot a regional model for hosting / incubating / accelerating growth of emerging clusters	Identify / pilot opportunities to introduce youth entrepreneurship development activities in schools	Work with employers to retain aged workers in the caring services sector	Training and development - Develop a customised tourism operator focused approach to training
Explore opportunities to leverage the West Park / UTas development	Establish and support a regional fermentation network and help scale up the Fermentation Cluster (FermenTas)			Develop a 'hack' type tourism event to explore and pursue new product development and start-ups
Consider extending the Burnie Works Collective Impact approach across the region	Work with Councils to harmonise relevant regulations / permits across the region			Identify the potential development of an eco-adventure tourism cluster to leverage the region's natural assets
Work with COTA and employers to retain aged workers, particularly in key jobs growth sectors				
Improve UTas' engagement with industry to provide local short course / responsive options for management training and development				
Lobby the Tasmanian Government to ensure there is an effective means for VET grades counting towards ATAR				