



CRADLE COAST
AUTHORITY

Stronger Councils, Stronger Region

Corporate Strategic Plan 2024 - 2028

A COLLABORATION BETWEEN COUNCILS, COMMUNITIES AND BUSINESSES ON THE NORTH WESTERN AND WESTERN TASMANIA

Empowering the region through strategic partnerships in readiness for the future.



We pay respect to and acknowledge the traditional custodians of lutruwita (Tasmania):
the Palawa/Pakana.

We recognise and celebrate the Tasmanian Aboriginal peoples' survival and continued connection with the land, spanning more than
40,000 years. This is a very important part of our region's story.

Original artwork by Krakani Creations.

Corporate Strategic Plan 2024 - 2028

Our Organisation:

Cradle Coast Authority (CCA) was established in 1999. It is jointly owned by eight of the nine regional Councils, with the purpose of building a stronger region.

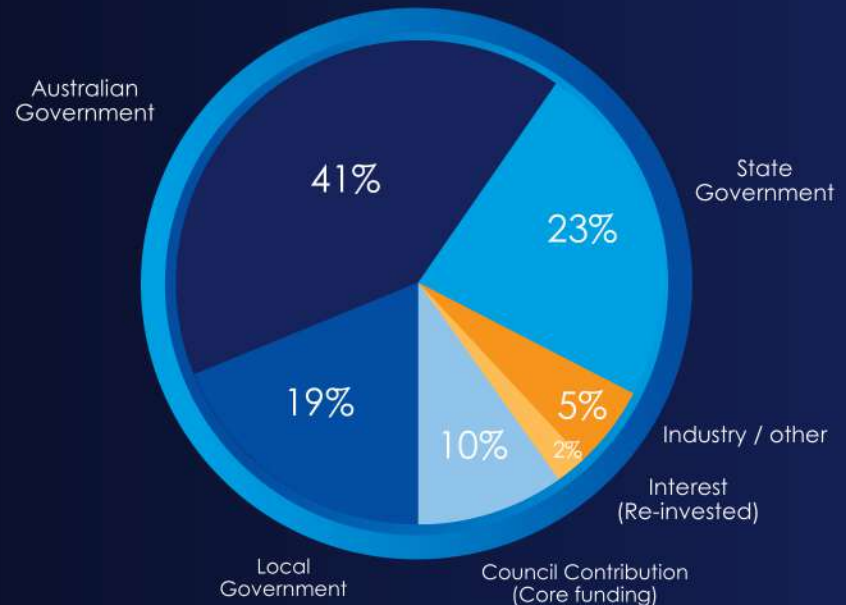
CCA's three operating functions are Strategic Services, Natural Resource Management (NRM) and Regional Development. Our work is guided by the Representative's Letter of Expectation (LoE), which is our overarching document, along with the 2030 NRM Strategy and Regional Futures Plan.

Our Staff:



- Light blue shaded positions are predominately funded via Government funding.
- 19 employees as at 30 June 2023.

Our Revenue:



- Contributions received for Projects and Operations in 2022/23.

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Our Vision:

A strong, resilient, and sustainable North Western and Western Tasmanian region built through partnership with Council, Community, Business and Industry.

Our Purpose:

Advocate, lead, support, facilitate and foster; innovation, regional planning, investment, economic and environmental management across the region.

Our Region:

The Cradle Coast is a diverse region which spans across the North West and Western Tasmania.



Geographical size:

23,065 km²*

One-third of Tasmania

*Includes BCC



Population:

119,563*

ABS ERP 2022

*Includes BCC



Median age:

45 years

48.9% Male | 51.1% Female



Employed:

46,500

ABS 2021 Census

Our Member Councils:

Council	Size (km ²)	Population
Central Coast	933	22,760
Circular Head	4,971	8,117
Devonport	111	26,150
Kentish	1,187	6,603
King Island	1,100	1,617
Latrobe	600	12,420
Waratah - Wynyard	3,532	14,300
West Coast	9,575	4,263

Corporate Strategic Plan 2024 - 2028

Strategic Priorities

Strategic Intentions

Actions

Annual Plan KPIs

SP 1: Regional Advocacy

Position CCA as a regional partner – facilitating, collaborating, enabling and acting on behalf of Councils.

- Set regional priorities annually with Member Councils, through a priority setting process, with a focus on building a stronger region.
- Monitor, evaluate and review CCA's Advocacy, Communication and Engagement Strategy.
- Identify and secure financial and policy support for regional priorities i.e., NRM projects, Regionally Important Projects, Shared Services and other initiatives undertaken by CCA on behalf of Councils.
- Foster strong partnerships with all stakeholders and use CCA's communications platforms to promote an integrated approach to Regional Development, NRM and Local Government.

SP 2: Strategic Alignment

Cross reference and align all CCA plans within a single business or organisational framework.

- Implement the functions of CCA as described in the Letter of Expectation (LoE), NRM Strategic Plan and Regional Futures Plan.
- Deliver government-funded projects.
- Work with Member Councils to develop opportunities that will increase the Shared Services capabilities.

SP 3: Governance and Management

Work with all stakeholders to ensure that CCA's governance and management structures are fit for purpose.

- Undertake a review of existing governance structure and connected policies and processes.
- In response to the review, modify or change existing governance structure to ensure it is fit for purpose and drives high levels of engagement with Councils.
- Build a review cycle into CCA governance, including board and director evaluation.
- Develop an evaluation matrix to measure success against the projects, priorities and outputs of each business units.

SP 4: Financial Sustainability

Develop a financial roadmap for the future of CCA.

- Explore different funding methodologies, including the establishment of fee-for-service business unit.
- Define and deliver services to Councils and where appropriate to community - NRM, Regional Development etc.
- Prioritise resources to enable a future focused sustainable organisation.
- Seek funds through partnerships and budget and grant submissions.

Set Annually

Corporate Strategic Plan 2024 - 2028

Strategic Priority One: Regional Advocacy

Strategic Intentions

Position CCA as a regional partner – advocating, facilitating, collaborating, enabling and acting on behalf of Member Councils.

Actions

- Set regional priorities annually with Member Councils, through a priority setting process, with a focus on building a stronger region.
- Monitor, evaluate and review CCA's *Advocacy, Communication and Engagement Strategy*.
- Identify and secure financial and policy support for regional priorities i.e., NRM projects, Regionally Important Projects, Shared Services and other initiatives undertaken by CCA on behalf of Councils.
- Foster strong partnerships with all stakeholders and use CCA's communications platforms to promote an integrated approach to Regional Development, NRM and Local Government.

Outcomes

- Use the *Advocacy, Communication and Engagement Strategy* to plan, coordinate, facilitate, advocate and act on behalf of Councils as determined via the prioritisation process.
- Advocacy evaluation provided in the CCA Annual Report.
- Stakeholders report that they have a understanding of value that CCA brings to the region - individually and collectively.
- The Regional Investment Framework supports proponents in achieving regional objectives.

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Strategic Priority Two: Strategic Alignment

Strategic Intentions

Cross reference and align all plans within a single business or organisational framework.

Actions

- Implement the functions of CCA as described in the Letter of Expectation (LoE), NRM Strategic Plan and Regional Futures Plan.
- Deliver government-funded projects.
- Work with Member Councils to develop opportunities that will increase the Shared Services capabilities.

Outcomes

- Balance economic, social, cultural and environmental opportunities within the region.
- The organisational structure supports the form and function of CCA by having the right people, skills, culture and processes required to deliver on the LoE, NRM Strategy and Regional Futures Plan.
- Deliver priority regional development and NRM projects on-budget and on-time.
- The provision by CCA of a suite of services to Councils.
- Economic development work is informed and improved through the inclusion of an NRM perspective and vice versa.

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Strategic Priority Three: Governance and Management

Strategic Intentions

Work with all stakeholders to ensure that CCA's governance and management structures are fit for purpose.

Actions

- Undertake a review of existing governance structure and connected policies and processes.
 - In response to the review, modify or change existing governance structure to ensure it is fit for purpose and drives high levels of engagement with Councils.
 - Build a review cycle into CCA governance, including Board and Director evaluation.
- Develop an evaluation matrix to measure success against the projects, priorities and outputs of each business unit.

Outcomes

- CCA's organisational structure and business plan reflects the recommendations of the CCA's governance review.
- Clear management accountability for contracts and statutory obligations and timelines.
- Increased visibility and reputation of the CCA; regular, transparent, and meaningful evaluation and reporting to our owners and external stakeholders.
- Retain, recruit and build a high performing organisation.

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Strategic Priority Four: Financial Sustainability

Strategic Intentions

Develop a financial roadmap for the future of CCA.

Actions

- Explore different funding methodologies, including the establishment of fee-for-service business unit.
- Define and deliver services to Councils and where appropriate to community - NRM, Regional Development etc.
- Prioritise resources to enable a future focused sustainable organisation.
- Seek funds through partnerships and budget and grant submissions.

Outcomes

- Comply with the Financial Management Plan to inform decision-making.
- Secure investment to grow the financial base of CCA, in addition to Council and other Government revenue.
- Representatives and Board of Directors support CCA's financial diversification.
- Clear understanding of value proposition and core assets to protect.