



**Regional
Development**
Australia
T A S M A N I A

01 July 2022 to 30 June 2023

ACTIVATING TASMANIAN DEVELOPMENT

Annual Business Plan

Confirmation of Annual Business Plan:

Date: 30 June 2022

Doug Chipman

Acting Chair

Chairs Forward

A key focus of the RDA Tasmanian Committee activity in 2021 - 2022 was the development of a Strategic Regional Plan consistent with requirements of the Ministerial Charter and associated guidance documents.

We have undertaken this task seeking strong collaboration and engagement with our key stakeholders across all levels of government and the community, and with a focus on our narrative of *Activating Tasmanian Development*.

The Key concepts of the plan are

- *Putting People at the heart of regional planning*
- *Creating Contemporary Optimism*
- *A focus on Wealth Creation*

The process has identified the following emerging themes which provide an opportunity for RDA to provide a narrative and importantly an action plan to tackle key issues. These themes are being refined and will be woven into activities and priorities in the year ahead.

The annual business plan continues to recognise the importance of engaging with state and local government, particularly relating to a coordinated strategic regional plan. This engagement and development of stakeholder input has been coordinated by a dedicated staff member of RDA Tasmania, who will move to implementation and a broader role once the plan is complete. It is the first time a dedicated resource has been focused on a regional planning process and this has been well received by stakeholders.

RDA Tasmania looks forward to our continued working relationship with the Department and providing our regional perspective to the new Ministers responsible for regional development.

Doug Chipman
Chair

Organisational Change

RDA Tasmania has undergone significant change through 2021-2022. The RDA Tasmania Chair, Andrew Gregson resigned in February 2022. Doug Chipman is currently Acting Chair and Tina Psereckis is Deputy Chair.

There have been several staff changes. The Regional Development Coordinators in the NW and North left for other career opportunities and Executive Assistant moved on to a full-time position. A new Regional Coordinator has been employed in the NW, who has experience in agriculture and finance, and a Senior Project Officer has been employed to focus on the development of the Strategic Regional Plan. Administration duties have been undertaken by a Junior Administration Officer.

The CEO and Director of Regional Development, Craig Perkins, who had been with RDA Tasmania for 17 years, left the organisation in July 2022. The southern Regional Development Coordinator, Jen Newman is Acting CEO.

RDA Tasmania engaged an external HR Consultant in May 2022 to assist the organisation to navigate the internal changes and an interim plan has been developed and endorsed.

Organisation Values were created:

We deliver:

- We are focused and organised for ourselves and clients
- We are honest with ourselves and others
- We understand and add value to our stakeholders

Looking out for each other:

- We care for and support our clients and our team
- We act with integrity and respect
- We trust ourselves and others

Leading the way:

- We collaborate
- We are agile and embrace opportunities
- We are client centric and curious

Interim Priorities have been identified as:

Whilst RDA Tas is undergoing an organisational change, some risks have been identified, and are primarily addressed by the below actions:

1. Restructure the administrative function to address lack of supervision and inexperience of the Junior Administration Officer, and engage a temp as interim Office Manager (20 hours pw)

2. Engage a contractor/consultant to audit and establish a plan for priority corporate policies and processes; governance; records management; financial management; safety; payroll, and HR.
3. External accountant appointed to review RDA accounts and accounting processes and deliver a recommendation report

The interim organisational structure is:



The Governance Self-Assessment Tool and funding provided by the Department will be a perfect support for this governance review process.

This period of change has presented the opportunity to review organisational governance, staffing and operational requirements and possibilities. Once this has been fully considered, a permanent CEO/DRD position will be advertised.

Strategic Context and Regional Priorities

Tasmania's economy continues to outperform the nation (when comparing all states and territories).

For the ninth quarter in a row, Commsec¹ State of the States report (April 2022) ranked Tasmania as the leading economic performer. Although, it noted that Tasmania led on just one indicator and placed either second or third on five other indicators. Tasmania ranked first on equipment investment. Tasmania also ranked second on construction work done, retail spending and relative economic growth, then placed third on relative unemployment and dwelling starts.

¹ [CommSec State of the States: Tasmania firmly on top as Western Australia jumps to third \(commbank.com.au\)](https://commbank.com.au)

This continued economic growth has had an impact on housing prices, resulting in an annual home price increase in Hobart of 24.5% (12 months to March 2022). Hobart CPI for the same period was 5.8%, higher than the national average. Although wages grew the most in Hobart (of all capital cities) at 2.8%², the growth rate was still well below CPI and Tasmania's average earnings remain the lowest in the nation³. These factors have created challenges in the housing sector and cost of living pressures.

Tasmania's population continues to grow, although this growth has slowed significantly over the past year and we continue to be an older population compared to the rest of Australia.⁴ Tasmania's unemployment rate in April 2022 was 3.8%, indicating a tight labour market. It is also noted that the participation rate is 60.2%⁵, the lowest in Australia.

There is a significant amount of public infrastructure construction planned and a growing need for a skilled workforce to support the State's potential economic growth. This presents opportunities for ongoing investment in building workforce capability and providing new employment opportunities. Similarly, commitments to initiatives such as Project Marinus will give significant confidence for other investments in renewable energy such as pumped hydro, private sector windfarms and hydrogen, which can play a part in Tasmania's long term economic growth.

The RDA Tasmania Business Plan activities are focussed on continuing to make sure that supporting economic growth within Tasmania as a key priority. We also recognise that as a small and well-connected State, coordinated activities with all levels of Government are essential as we manage our response to COVID-19 and plan our recovery.

RDA Tasmania's activities emphasise working effectively with the Tasmanian agencies who maintain a strategic focus on policy and projects that leverage economic growth. The Local Government Association of Tasmania and the Department of State Growth have standing invitations to attend RDA Tasmania Committee meetings and actively participate and contribute to the formulation of the Committee's business plan.

Annual Work Plan

As indicated in the *Chairs Forward*, the number one focus of the Committee in 2021 - 2022 was the delivery of a strategic regional plan. As this plan has developed, emerging themes have been identified and this has influenced the activities in 2022 - 2023 Annual Business Plan.

This annual business plan has a focus on housing, regional development, local projects, economic development, all levels of government, COVID recovery, Antarctic opportunities, circular economy, workforce, regional collaboration, the carbon economy, and small business innovation.

² [Wage Price Index, Australia, March 2022 | Australian Bureau of Statistics \(abs.gov.au\)](https://abs.gov.au/visualisations/price-index/australia/march-2022)

³ [Average Weekly Earnings, Australia, November 2021 | Australian Bureau of Statistics \(abs.gov.au\)](https://abs.gov.au/visualisations/earnings/australia/november-2021)

⁴ [Estimated Resident Population | Tasmania | economy.id](https://economy.id/estimated-resident-population-tasmania) and [Age-sex pyramid | State Growth Tasmania | Community profile](https://stategrowth.tas.gov.au/age-sex-pyramid)

⁵ [Labour Force, Australia, April 2022 | Australian Bureau of Statistics \(abs.gov.au\)](https://abs.gov.au/visualisations/labour-force/australia/april-2022)

The Committee and staff remain connected to our stakeholders through an active and facilitative role in our communities to support regional development outcomes and putting people at the heart of regional planning.

We continue to promote a greater regional awareness of, and engagement with, Australian Government programs and policies. And we remain committed to providing advice to the Commonwealth to improve Commonwealth regional policy making by providing intelligence and evidence-based advice on regional development issues.

RDA Tasmania, through its networks with industry, government (including state and local councils) and the community, will continue to collaborate and engage to understand key and emerging issues. Our ongoing activities include continued engagement with relevant committees and working groups throughout the State in areas such as freight, industrial precinct development, formal business networks, regional body strategic planning, and local council project development. All these activities assist with both the development of our region and our advice to Government.

The activities contained within the Business Plan reflect the outcomes of this broad level of engagement and support the Australian Government’s regional priorities of:

1. **Connectivity and infrastructure** incorporating digital connectivity, transport links, and freight and supply chain infrastructure
2. **Human capital and skills** to provide skilled and adaptable workforces, regional universities and training, and schooling
3. **Regional employment and business** to develop regional businesses and industry, local R&D and innovation and a strategic regional vision
4. **Leadership and collaboration** by investing in regional leadership, capable local government, and the Indigenous community
5. **Amenity and liveability** providing services, facilities and liveability, and support for local priorities
6. **Sustainable natural resources** to build future resilience, ensure sustainable foundations and provide economic opportunities and jobs

PLANNED ACTIVITIES

The table below provides a connection between our strategic regional plan work to date and the business plan. As plan is completed these priorities will link further into RDA Tasmania actions and areas of focus. The Business Plan activity table (template) more fully articulates the activities listed.

| SRP Regional Priority | Why | RDA Business Plan 2022 – 23 |
|---|---|---|
| 1. A contemporary approach to workforce issues as a generator of economic wealth including: | Wealth Generation A shift in focus to the knowledge economy, services sector | Refer SRP 2 – 4 Lead a Services Action Group BP Item 1.9 We will continue to play an active role in the Local Employment |

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| <p>a. remote services sector</p> <p>b. workforce planning</p> | <p>Training and educational opportunities</p> <p>Career paths and attractiveness of growth sector to workers</p> <p>Future proof our people for the digitisation of work</p> | <p>Taskforces and other placed based Commonwealth employment programs that may emerge.</p> |
| <p>2. A vibrant and innovative small business and start-up ecosystem in Tasmania</p> | <p>90% of businesses in Tasmania are small businesses; some owned by two family members</p> <p>Wealth and jobs generator</p> <p>Job creation</p> <p>Boulder Opportunity</p> | <p>BP Item 1.4 Support work of TCCI and Regional Chamber Alliance</p> <p>BP Item 1.10 RDA Tasmania will Investigate a role to support the tech/ start-up ecosystem in Tasmania.</p> |
| <p>3. Thought leadership on community engagement and the need to address underrepresented people in regional development</p> | <p>People at the heart of regional development</p> <p>Economic and Social inclusion</p> <p>The need to bring the community along with us on economic and regional development projects</p> | <p>BP item 1.2 We will shine a light on social and economic inclusion</p> |
| <p>4. Renewable Energy benefits for Tasmania including a study into the region's carbon neutrality</p> | <p>Building on and maintaining our competitive advantage</p> <p>How can industry leverage on their use of renewable energy for their brand and export opportunities?</p> <p>Benefits for Antarctic gateway</p> | <p>BP Item 1.11 RDA Tasmania will advocate for renewable energy development opportunities by government and private sector (lead), including identifying the benefits for Tasmania's industry and regional communities.</p> <p>BP Item 1.11 RDA Tasmania will support the States target to be 200% carbon neutral by 2050 by leading a study into Tasmania's carbon neutrality and the opportunities for Brand Tasmania, industry and community and people.</p> |
| <p>5. Leadership opportunities in addressing housing demand and an overarching strategy which sets out key issues for land use in</p> | <p>A strategy which provides leadership and vision for a contemporary land use and settlement planning in Tasmania</p> <p>Housing under supply is a constraint on attracting</p> | <p>BP Item 1.1 RDA Tasmania will Identify the leadership opportunity to facilitate action in relation to Tasmania's housing challenges and the implications and constraints for regional</p> |

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| Tasmania, including for housing, transport, and recreational activities | employees and new residents and enabling economic growth | development within Tasmania, including input into Tasmania's regional land use strategies. |
| 6. Tasmania's Antarctic Opportunity: ensuring the benefit is shared and realised state-wide | A unique opportunity for Tasmania to build on and further develop this opportunity To ensure that Tasmanians, particularly youth, maximise their access to the Antarctic opportunity through education and training | BP Item 1.7 RDA Tasmania will support the growth of economic opportunities by engaging with Federal and State Government stakeholders to identify opportunities to leverage Tasmania's Antarctic Opportunity |
| 7. Increasing off-island opportunities, nationally and internationally | We are an island economy Drive innovation and international competitiveness Utilising Brand Tasmania Diversify risk | BP Item 1.4 RDA Tasmania will support wealth creation by: working with government and industry initiatives that increase off-island opportunities, nationally and internationally |
| 8. The importance of arts and culture and sport to building vibrant communities | The essence of Tasmania The MONA effect Mind shift within regional Tasmania and for the visitor economy Brand Tasmania | BP Item 1.4 RDA Tasmania will support wealth creation by advocating for art, culture and sport and their role in enhancing liveability and economy |
| 9. A connected Tasmania; the importance of digital connectivity, and a cost and time efficient transport system | We are an island Connection to customers, colleagues, and community Recognise digital divide, and transport difficulties for underrepresented people | BP Item 1.2 Ensuring a connected Tasmania by Identifying local drivers of infrastructure investment to respond to key regional infrastructure needs and support business growth and the prosperity of regions (incl. digital) |
| 10. A focus on the importance of on-island value-add industry sectors such as Agriculture, Manufacturing (including Defence), Forestry and Mining | Wealth generation Focus on niche products, value add, innovative processes Leverage renewable energy in branding Understand and challenge supply chains – improve efficiency and cost | BP Item 1.11 RDA Tasmania will support the growth of agriculture in Tasmania by engaging with stakeholders in agriculture to improve information sharing and create a common vision for the region, with a view for learnings to be shared across the state. |

Noting the above and described more fully in the Business Plan activity table, our role is clear as to whether we will *Lead/champion* (heavily involved with the outcome), *contributed to* (moderately involved with the outcome) or *otherwise assist* (marginally involved with the outcome).

Summary of top 5 strategic priorities for upcoming year:

1. Implementation of the priorities identified in our Strategic Regional Plan
2. Strengthening our engagement with State and local government
3. Supporting Tasmania's recovery from the impacts of COVID-19
4. Facilitate collaboration and leadership within our regions
5. Lead local regional development thinking, networking and information sharing

Summary of top 5 key business activities for upcoming year:

1. Understanding the housing challenges and the implications and constraints for regional development within Tasmania.
2. Supporting economic opportunities associated with the carbon and circular economies
3. Continue to facilitate and work with local government economic practitioners to facilitate regional Council collaboration and local government role in economic development
4. Work with communities to help capture local benefit from major project investment
5. Work with stakeholders to support improved connectivity (digital connectivity, transport links, and freight and supply chain infrastructure)

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| OUTCOME 1 | Facilitate regional economic development outcomes, investment, jobs and local procurement. | | |
| PERFORMANCE INDICATORS | <p>a. Provide details and/or a copy of a suitable existing strategic Regional Plan that your RDA is contributing to or that your RDA is developing in accordance with the Charter and the RDA Better Practice Guide.</p> <p>b. Provide details of the investment (in dollar terms), jobs (number), local procurement opportunities (in dollar terms) and other regional development outcomes that your RDA will facilitate (for planning purposes) or has facilitated (for reporting purposes) for your region during this financial year. Please separate these in terms of outcomes that your RDA has:</p> <ul style="list-style-type: none"> • Lead/championed – heavily involved with the outcome • Contributed to – moderately involved with the outcome • Otherwise assisted – marginally involved with the outcome. <p>Examples of these levels of involvement are at item A.3.3 of your 2021-25 Funding Agreement.</p> | | |
| PART 1 – FOR THE ANNUAL BUSINESS PLAN | | PART 2 – FOR THE ANNUAL REPORT ON OUTCOMES | |
| <p>What will we do?</p> <p><i>As part of the business plan process, list the activities you plan to undertake to meet the outcome and address the performance indicators.</i></p> <p><i>It is important to identify if your RDA is taking a lead/champion role, contributing to or otherwise assisting level of involvement with each activity, the timeframes for the completion of the activity, and the expected outcomes.</i></p> <p><i>Please replicate the rows below for any additional activities – each activity must have its own section.</i></p> | <p><i>What did we do?</i></p> <p><i>Provide a description of the activity during the reporting period, including whether it was completed, was not completed, or is ongoing. Include details around how this activity contributed to your RDA’s addressing of outcome 1.</i></p> <p><i>Please replicate the rows below for any additional activities for this outcome.</i></p> | | |
| <p>1.1 HOUSING</p> <p>RDA Tasmania will Identify the leadership opportunity to facilitate action in relation to Tasmania’s housing challenges and the implications and constraints for regional development within Tasmania.</p> | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | <p><i>Investments (\$)</i></p> <p><i>Jobs (number)</i></p> <p><i>Local procurement (\$)</i></p> <p><i>Other regional development outcomes (\$ / number)</i></p> <p><i>Other facilitation activities</i></p> | |

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| <p>1.2 REGIONAL DEVELOPMENT LEADERSHIP</p> <p>RDA Tasmania will provide leadership advice on regional development in Tasmania. We will do this by:</p> <ul style="list-style-type: none"> - Hosting an Economic Development Forum that explores the key regional priorities identified within the Strategic Regional Plan - Advocating for and support the development of strategic overlay to the Tasmania’s regional land use strategies - Identifying local drivers of infrastructure investment and support business growth and the prosperity of regions - Develop a leadership model on community engagement to assist Government/ industry with their engagement on key projects - Identify additional actionable items from the regional priorities in the SRP - RDA Tasmania will host a Capital Cities RDA Expo in September 2022 to promote the role of the RDA Committee and enhance our stakeholder engagement - Lead a scoping a paper that identifies the opportunities to grow remote working professional services in Tasmania | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | Investments (\$) | |
| | | Jobs (number) | |
| | | Local procurement (\$) | |
| | | Other regional development outcomes (\$ / number) | |
| <p>1.3 LOCAL PROJECTS</p> <p>RDA Tasmania will actively support communities develop local projects that enhance their region by:</p> <ul style="list-style-type: none"> • Work closely with project proponents that align with our Strategic Regional Plan to support project development, funding submissions and project implementation. • Provide support for government, community and industry to access evidence and data to support projects and policy including economic modelling data from id profile. • Establish case studies on the impact of Government grant investment in projects to support regional development • We will continue to develop our internal systems and resources to provide grant information and support | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | Investments (\$) | |
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| 1.4 ECONOMIC DEVELOPMENT RDA Tasmania will support wealth creation by: <ul style="list-style-type: none"> • Responding to industry and community enquiries and leads for economic development opportunities • Support government and industry initiatives that increase off-island opportunities, nationally and internationally (SRP) • Advocating for art, culture and sport and their role in enhancing liveability and economy • Support work of TCCI and Regional Chamber Alliance in relation to small businesses | <i>Description of work undertaken against the activity, and the actual outcomes</i> <i>Whether the activity is complete, not complete, or ongoing</i> <i>Explain how the work for this activity contributed to Outcome 1</i> <i>Were there any unexpected outcomes or impacts?</i> | Investments (\$) | |
| | | Jobs (number) | |
| | | Local procurement (\$) | |
| | | Other regional development outcomes (\$ / number) | |
| 1.5 LOCAL GOVERNMENT RDA Tasmania will proactively work with local government <ul style="list-style-type: none"> • Work with Councils to develop evidence-based project proposals • Continue to work with councils on regional priorities and collaboration • Continue to lead and coordinate the state-wide Local Government Economic Development Network • Continue to participate in Smart Cities and City Deal initiatives our region • Continue engagement with regional bodies of councils | <i>Description of work undertaken against the activity, and the actual outcomes</i> <i>Whether the activity is complete, not complete, or ongoing</i> <i>Explain how the work for this activity contributed to Outcome 1</i> <i>Were there any unexpected outcomes or impacts?</i> | Investments (\$) | |
| | | Jobs (number) | |
| | | Local procurement (\$) | |
| | | Other regional development outcomes (\$ / number) | |
| 1.6 COVID RECOVERY RDA Tasmania will support COVID recovery activities in Tasmania: <ul style="list-style-type: none"> • Continue to engage with Tasmania's Peak bodies (eg, TasCOSS, TCCI etc) • Support the implementation of the priorities identified through PESRAC • engage with the Tasmanian Covid Regional Recovery Committees. | <i>Description of work undertaken against the activity, and the actual outcomes</i> <i>Whether the activity is complete, not complete, or ongoing</i> <i>Explain how the work for this activity contributed to Outcome 1</i> <i>Were there any unexpected outcomes or impacts?</i> | Investments (\$) | |
| | | Jobs (number) | |
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| | | Other regional development outcomes (\$ / number) | |
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| <p>1.7 ANTARCTIC OPPORTUNITIES</p> <p>Recognising the strategic economic opportunity that Antarctic and Southern Ocean reach provides Tasmania:</p> <ul style="list-style-type: none"> RDA Tasmania will support the growth of economic opportunities by engaging with Federal and State Government stakeholders to identify opportunities to leverage Tasmania's Antarctic Opportunity | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | Investments (\$) | |
| | | Jobs (number) | |
| | | Local procurement (\$) | |
| | | Other regional development outcomes (\$ / number) | |
| | | Other facilitation activities | |
| <p>1.8 CIRCULAR ECONOMY</p> <ul style="list-style-type: none"> RDA Tasmania will support the Circular Economy and investment in waste sector opportunities including recycling, FOGO, and projects that connect with the State Government Waste Strategy | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | Investments (\$) | |
| | | Jobs (number) | |
| | | Local procurement (\$) | |
| | | Other regional development outcomes (\$ / number) | |
| | | Other facilitation activities | |
| <p>1.9 EMPLOYMENT AND SKILLS</p> <ul style="list-style-type: none"> RDA Tasmania will play an active role in the Local Employment Taskforces for Tasmania and other placed based Commonwealth employment programs that may emerge. We will advocate for and support regional workforce planning | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | Investments (\$) | |
| | | Jobs (number) | |
| | | Local procurement (\$) | |
| | | Other regional development outcomes (\$ / number) | |
| | | Other facilitation activities | |
| <p>1.10 REGIONAL COLLABORATION</p> <p>RDA Tasmania will support regional leadership through</p> <ul style="list-style-type: none"> To continue advocate with the Tasmanian Logistics Committee on national freight and logistic policies | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> | Investments (\$) | |
| | | Jobs (number) | |
| | | Local procurement (\$) | |

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| <ul style="list-style-type: none"> • Continue to support BBAMZ Workforce Development Project by auspicing their TCF grant • Support TMMEC explore the establishment of a West Coast Industry body similar to BBAMZ • Use RDA Committee meetings to engage more fully with the host community (eg forums, industry visits, Council updates). • Continue our relationship with the Australia Chinese Business Council. • Engage with local and national organisations and events that promote regional and economic development learning, collaboration, and networks. | <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | <p><i>Other regional development outcomes (\$ / number)</i></p> | |
| <p>1.11 BUSINESS AND INNOVATION</p> <ul style="list-style-type: none"> • RDA Tasmania will Investigate a role to support the tech/ start-up ecosystem in Tasmania • Engagement with stakeholders including Beacon and the Department of Education in relation to career pathways and links to regional opportunities • Investigate the value of delivering a finance/ investment workshop | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | <p><i>Investments (\$)</i></p> | |
| <p>1.12 CARBON ECONOMY</p> <ul style="list-style-type: none"> • RDA Tasmania will support the State's target to be 200% carbon neutral by 2050 by leading a study into Tasmania's carbon neutrality and the opportunities for Brand Tasmania, industry and community and people. This may include: | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> | <p><i>Jobs (number)</i></p> | |
| | | <p><i>Local procurement (\$)</i></p> | |
| | | <p><i>Other regional development outcomes (\$ / number)</i></p> | |
| | | <p><i>Other facilitation activities</i></p> | |
| | | <p><i>Investments (\$)</i></p> | |
| | | <p><i>Jobs (number)</i></p> | |
| | | <p><i>Local procurement (\$)</i></p> | |
| | | <p><i>Other regional development</i></p> | |

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| <ul style="list-style-type: none"> - reviewing existing carbon strategies across sectors, to identify commonalities and opportunities for collaboration across sectors and to promote discussion. - Identify the growth potential for attracting new businesses to Tasmania because of our renewable energy capability. - Developing principles for community engagement on key opportunities. <ul style="list-style-type: none"> • RDA Tasmania will advocate for renewable energy development opportunities by government and private sector (lead), including identifying the benefits for Tasmania’s industry and regional communities. | <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | <p><i>outcomes (\$ / number)</i></p> | |
| <p>1.13 AGRICULTURE</p> <ul style="list-style-type: none"> - RDA Tasmania will support the growth of agriculture in Tasmania by engaging with stakeholders in agriculture to improve information sharing and create a common vision for the region | <p><i>Description of work undertaken against the activity, and the actual outcomes</i></p> <p><i>Whether the activity is complete, not complete, or ongoing</i></p> <p><i>Explain how the work for this activity contributed to Outcome 1</i></p> <p><i>Were there any unexpected outcomes or impacts?</i></p> | <p><i>Investments (\$)</i></p> | |
| | | <p><i>Jobs (number)</i></p> | |
| | | <p><i>Local procurement (\$)</i></p> | |
| | | <p><i>Other regional development outcomes (\$ / number)</i></p> | |
| | | <p><i>Other facilitation activities</i></p> | |

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| OUTCOME 2 | Promote greater regional awareness of and engagement with Australian Government policies, grant programs and research. |
| PERFORMANCE INDICATORS | <ul style="list-style-type: none"> a. Provide details of where you have supported awareness raising and/or engagement b. Number of submissions supported. |

| SECTION 1 – FOR THE ANNUAL BUSINESS PLAN | SECTION 2 – FOR THE ANNUAL REPORT ON OUTCOMES |
|--|---|
| <p>What will we do?</p> <p>As part of the business plan process, list the activities you plan to undertake to meet the outcome and address the performance indicators.</p> <p>In dot point form, outline the nature of the support you anticipate providing to stakeholders including (but not limited to) drafting submissions, actively supporting submissions, reviewing submissions, providing advice about submissions, providing guidance for submissions and or application processes, hosting webinars, seminars and or workshops, holding and attending meetings, and posting on social media.</p> <p>The activities described here should align with your communications plan.</p> | <p><i>What did we do?</i></p> <p><i>Provide a description of the activity during the reporting period, and how this activity contributed to your RDA’s addressing of outcome 2.</i></p> <p><i>In dot point form, outline the nature of the support you provided, including the number of stakeholders supported through activities including (but not limited to) submissions drafted / actively supported, advice provided about submissions / application processes / other, webinars and or seminars hosted, workshops and or meetings held, and social media and website updates posted..</i></p> |
| <ul style="list-style-type: none"> • Develop and implement RDA Tasmania Stakeholder and Communications Engagement Strategy (including RDA Tasmania website and branding) • Regular engagement on social media platforms • Lead the Local Government Economic Development Network, including hosting meetings • Identify gaps in economic development practice and work with the Councils to manage them • Work with Councils to develop evidence-based project proposals that can be supported by Australian government initiatives • Provide resources to strengthen and enhance the quality of applications for Government grants and programs through individual grant writing support and promoting or running grant workshops • Develop and deliver resources to showcase RDA work • Host and Chair a Southern Economic and Business Support network (SEBS) that includes all levels of government • Play an active role in Australian Government place-based programs delivered by agencies based or active in the region (eg Jobs Taskforce) | |

| | |
|---|--|
| OUTCOME 3 | Contribute to Commonwealth regional policy making by providing intelligence and evidence-based advice to the Australian Government on regional development issues. |
| PERFORMANCE INDICATORS | a. Outline instances where you have provided intelligence and evidence-based advice to the Australian Government b. Number of instances information / feedback was provided. |
| SECTION 1 – FOR THE ANNUAL BUSINESS PLAN SECTION 2 – FOR THE ANNUAL REPORT ON OUTCOMES | |
| <p>What will we do?</p> <p>As part of the business plan process, list the activities you plan to undertake to meet the outcome and address the performance indicators.</p> <p>In dot point form, outline the nature of the support you anticipate providing to stakeholders including (but not limited to) contributing to Regional Intelligence Briefings teleconferences, providing briefings to relevant Ministers and Government, holding or attending meetings with Members of Parliament to discuss regional matters, making submissions to Parliamentary enquiries, participating in departmental surveys and submissions, making additional contributions of local information as appropriate, and other support to be provided to Government.</p> | <p><i>What did we do?</i></p> <p><i>Provide a description of the activity during the reporting period. Include details around how this activity contributed to your RDA's addressing of outcome 3.</i></p> <p><i>In dot point form, outline the nature of the support you provided including (but not limited to) the number of contributions made to Regional Intelligence Briefings teleconferences, briefings provided to relevant Ministers and Government, meetings held with or attended by Members of Parliament to discuss regional matters, submissions made to Parliamentary enquiries, participation in departmental surveys and submissions, additional contributions of local information provided, and other support provided to Government.</i></p> |
| <ul style="list-style-type: none"> • Respond to Parliamentary briefings • Work with State Government COVID recovery initiatives • Participate in Regional Intelligence Briefing teleconferences • Ensure our advice reflects the priorities identified in Strategic Regional Plan • Provide advice and feedback to government on Launceston and Hobart City Deals • Engage with key stakeholders, including local government, regional bodies, peak bodies and stakeholder liaison groups to gather regional intelligence • Include stakeholder engagement with RDA Committee meetings (Guest speakers, site visits and local roundtables) • Understand and utilise data sources and research to provide evidence-based briefings and responses • Maintain a current understanding of key infrastructure and regional development projects in our region to support our advocacy | |

BUDGET TABLES

| GST exclusive amounts | RDA program funding (incl. all \$ in FA and schedules) | | |
|---|---|---------------------------|-----|
| | Budget 1 July 2022 to 30 June 2023 | Actual to 30 June 2023 | |
| Income | | | |
| Surplus funding carried forward from previous financial year | \$120,000 | | |
| Funding for this period | \$675,111 | | |
| Interest on Commonwealth funds | \$1,500 | | |
| Project Funding - BBAMZ | 163,500 | | |
| Capital Cities Expo C/fwd | \$25,000 | | |
| SRP Funding support | \$18,000 | | |
| [Other category as required] | | | |
| Total RDA program and other income (A) | \$1,001,611 | | \$0 |
| Expenditure - major budget items ^ | | | |
| Employee salaries | \$449,126 | | |
| Employee entitlements | \$63,834 | | |
| Other employee expenses | \$46,000 | | |
| Office lease and outgoings | \$15,750 | | |
| Vehicle costs | \$64,340 | | |
| Operational | \$26,250 | | |
| Financial, legal and professional | \$40,157 | | |
| Marketing | \$40,750 | | |
| Asset acquisition | | | |
| Committee costs | \$15,500 | | |
| Supplementary funding (if any) | | | |
| [Project expenses BBAMZ] | 163,500 | | |
| [Other category as required] | | | |
| [Other category as required] | | | |
| Total RDA program funding expenditure (B) | \$925,207 | | \$0 |
| Surplus / Deficit of RDA program funding (A - B) | \$76,404 | (2) | \$0 |
| If surplus, percentage of RDA program funding unspent = (2) / (1) * 100 (See Note 1, below) | | | |

Please note that the departure of the CEO and Director of Regional Development, Craig Perkins effective 5 July 2022 may impact the budget detail regarding staffing costs but not significantly affect overall budget or operational outcomes.

Certification:

Annual Budget certified as correct by:

Name of authorised person:

Doug Chipman (Chair)

Signature:



Date:

30 June 2022

Communications Strategy

In 2018 - 2019, the RDA Tasmania Committee developed a communications strategy. This strategy will be reviewed as part of the 2022 - 2023 Business Plan.

The review will focus on enhancing our communication channels, audience and content, to strengthen our engagement with more contemporary and relevant messaging.

RDA Tasmania currently produce an *eNewsletter* once a month. The newsletter contains a summary of the news items posted on our website since the previous edition. The *eNewsletter* has a distribution list of 1529 people. These are stakeholders from Federal, State and local government (elected and officers), representatives from peak industry associations and the like, as well as people from the private sector, community sector and others generally interested regional development. It is an opt in subscription through our website.

We also have a separate email list for economic and community development practitioners in local government (this can include general managers through to dedicated economic development officers). This list has a distribution list of 96 subscribers.

The news items are also shared via our socials (Facebook, Twitter and LinkedIn). Each has a following of 871, 502 and 649 respectively. News stories on our website are obtained through a variety of means and staff select items that we consider would be of value to our stakeholders.

Notwithstanding this, the Committee committed to enhancing our communication activities, celebrating our successes, and investing more in our stakeholder mapping and engagement.