



2019/20 ANNUAL PLAN PROGRESS REPORT – Q2

Acknowledgment of Country

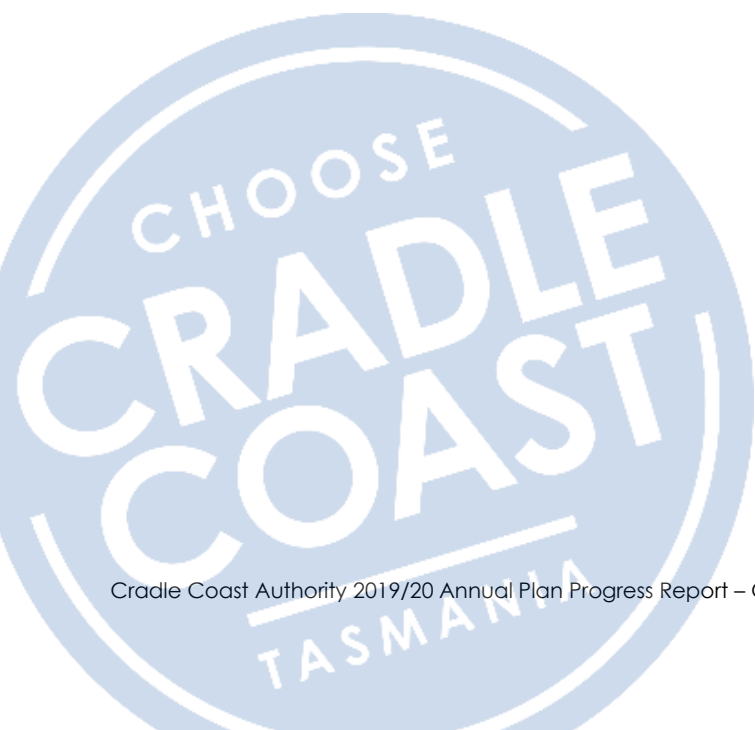
We pay respect to and acknowledge the traditional owners of lutruwita (Tasmania); the palawa/pakana people.

We acknowledge the North-West Nation, including eight clans; Tommeginer, Parperloihener, Pennemukeer, Pendowte, Peerapper, Manegin, Tarkinener and the Peteridic, the South-West Nation, including four clans; Mimegin, Lowreenne, Ninene and Needwonnee, and two clans of the North Nation; Noeteeler and Plairhekehillerplue as the traditional owners of the lands within the Cradle Coast region.

We recognise and celebrate the Tasmanian Aboriginal peoples' survival and continual connection with the land, spanning more than 60,000 years. This is a very important part of our region's story.



CEO Daryl Connelly, Chief Representative Mayor Jan Bonde and Welcoming Cities Manager Sebastian Geers



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Chairman's Report

Happy New Year from the Board and Staff at Cradle Coast Authority (CCA). We hope you have had a chance to rest up during the festive season and are looking forward to a positive, productive, and successful 2020 - I know we are at CCA.

In 2020, the Board is looking forward to seeing the Regional Futures Plan (RFP) take greater shape and implementation under the leadership of the Regional Economic Development Steering Group, its Chair, Sheree Vertigan AM, and our Regional Economic Development team led by our CEO. There are lots of opportunities and ideas out there to advance our regional economy and the Regional Investment Framework (RIF) is a means to give effect to these.

2020 will also see our Natural Resource Management (NRM) team of dedicated staff and Committee Members set out to implement several significant regional projects funded by the Federal Government. These projects not only enhance our natural environment but complement and are centred in our economic and social environments.

The Board looks forward to working with our CEO and his dedicated and very talented staff, as well as our Committees to not only implement a comprehensive program of projects, but to further work with and for our nine Member Councils, as well as other important government and non-government stakeholders, to make our region an even better place in which to live, work, invest, study, visit, and recreate.



The Hon. Sid Sidebottom

Chairman

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



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CEO's Report

I am pleased with the progress made in the second quarter and am confident that we will achieve our Annual Plan, benefiting our Member Councils while having a significant and positive impact on the region. A new inclusion in this report is a list of all of our current projects and initiatives, starting on page four. I'm sure you will agree that it is a great demonstration of how much our Member Councils do together, with and through the CCA team.

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

- The first construction tender has been awarded for our \$14.4m Coastal Pathway project, with work due to commence on the Latrobe to Ambleside section in January.
- Funding was secured for a new Council Workforce Development Officer role, which has already been filled. This role will help Councils employ more School-based Apprentices.
- Federal Environment Minister, Sussan Ley MP confirmed that we have been approved to deliver five NRM Regional Land Partnership projects worth more than \$3m between now and June 2023.
- Agreements negotiated with Economic Development Australia (EDA), LGAT, Local Government Professionals Tasmania, TasNetworks and Swinburne University will see a range of benefits delivered to the region.
- Minister for Energy, Guy Barnett MP, launched the Cradle Coast Future Energy Hub, a partnership between us and the renewable energy industry, which will be supported by a new fulltime CCA role funded by TasNetworks. The successful applicant commenced last week.
- The King Island offshoot of 'The Coasters' staged their first event, a testament to the success of the King Island Future Leaders Program we delivered with the support of the Australian Government, King Island Council, King Island Chamber of Commerce and King Island Tourism Inc.

Our team heads into 2020 with a period of major and successful change behind us, and a busy period of project delivery and consolidation ahead; we have aspired to and promised much and now is the time to deliver.

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

Best wishes,



Daryl Connelly MBus

Chief Executive Officer

20th of January 2020

Summary of current projects and initiatives

| Project/Description | Funding provider | Duration |
|--|--------------------|-------------|
| Coastal Saltmarsh Recovery in Robbins Passage and Surrounds – This project aims to improve the condition and long-term protection of the Coastal Saltmarsh Threatened Ecological Community by targeting the primary ecological threat to Rice Grass through brokering and establishing conservation agreements with landholders to maintain and protect saltmarsh on or adjoining their properties. | Federal Government | 2020 – 2023 |
| Giant Freshwater Crayfish Recovery – This project will protect and improve priority stream habitat for the highly valued and vulnerable Giant Freshwater Crayfish. Working with landholders to establish conservation agreements and undertake riparian protection and rehabilitation works, the project will increase the area of the species range that is protected from further habitat loss and degradation. | Federal Government | 2019 – 2023 |
| Protecting Our Productive Soils – This project will engage and support farmers to build capacity to better manage hillslope erosion on mixed cropping farms and soil acidification on intensive grazing enterprises. This will achieve practice change on the ground and improve the sustainability of natural resource management across our productive landscapes. | Federal Government | 2019 – 2023 |
| Creating a Hooded Plover Stronghold on Three Hummock Island – This project will protect the threatened beach-nesting shorebird species, the Hooded Plover, on Three Hummock Island by working towards the eradication of feral cats from the Island, as well as controlling the invasive weed, Sea Spurge, and removing marine debris. | Federal Government | 2019 – 2023 |
| Rice Grass Removal from the Rubicon-Port Sorell Estuary – This project will improve the condition and the long-term protection of Coastal Saltmarsh and feeding habitat for migratory and resident birds, by targeting the primary ecological threat of the estimated 659 ha of Rice Grass in the Rubicon-Port Sorell Estuary through control and containment. | Federal Government | 2019 – 2023 |

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| <p>Regional Agriculture Landcare Facilitator (RALF) – Working with farmers, industry and community groups to promote sustainable agricultural practices.</p> | Federal Government | 2019 – 2023 |
| <p>Implementing the Tasmanian Cat Management Plan (TCMP) – This project supports the implementation of the TCMP through developing and implementing awareness and education programs to improve levels of responsible cat ownership across the region, assisting Councils in the development of policies linked to the TCMP including the development of by-laws and development and implementation of compliance programs for the Cat Management Act along with training programs for Council officers.</p> | State Government | 2018 – 2021 |
| <p>Little Penguin Conservation Project – The objective of this project is to increase public awareness of the threats to Little Penguins; to develop a community-based survey and monitoring program, and develop a structured framework to assess and mitigate threats to this species. This will provide an implementation pathway and the basis for land managers and community stakeholders to undertake a state-wide census of Penguins in Tasmania.</p> | State Government | 2019 |
| <p>Cradle Coast Future Energy Hub – A CCA and Industry Partnership established to showcase Cradle Coast's future energy potential. The Hub will be a central place for industry participants to host community and industry engagement activities and a place for the community to learn about the range of renewable energy opportunities in our region.</p> | Industry / State Government | 2019 – 2022 |
| <p>New Farm Vehicle Washdown and Effluent Dumping Facilities – This project will see the construction of modern washdown and effluent dumping facilities at Smithton, Burnie, Devonport and King Island for livestock transport and other vehicles.</p> | Federal Government | 2019 – ongoing |
| <p>Food Producers Network – This initiative will support start-up agritourism, food and drink business in the region. In partnership with new food business incubator, Seedlab Tasmania, CCA will support the delivery of a number of business boot camps and masterclasses at Smithton, Devonport and between which will form the basis of a Food Producers Network.</p> | Industry / Federal / Local Government | 2019 – ongoing |

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| <p>Kickstarting Energy Careers on the West Coast – In partnership with Beacon Foundation and Granville Harbour Wind Farm, this project will provide West Coast students with the opportunity to engage with the renewable energy industry and partake in a two-day intensive project involving work-readiness education, mentoring and site tours. Beacon Foundation's Growth Industry Preparation Programs promote Tasmania's key industries to young Tasmanians and will help raise student, teacher and parent awareness of the growing career opportunities.</p> | Industry | 2020 |
| <p>King Island Future Leaders Program – This project aims to establish The Coasters on King Island and provide important career-building and networking opportunities to help King Islanders overcome some of the challenges of isolation to help them thrive in their community.</p> | Federal Government | 2019 – 2020 |
| <p>Regional Employment Trials – Working with Member Councils the project involves providing employability skills training to 70 job seekers and one to two-week work placements with Member Councils. The project will also see Councils working together to streamline and improve recruitment and selection practices with a view to reducing barriers to employment.</p> | Federal Government | 2019 - 2020 |
| <p>Local Government School-based Apprenticeship (SBA) Program – Councils are looking to provide more jobs for young people and this program aims to make it easier for Councils, schools and young people to navigate SBAs. The project will increase the number of SBAs within Councils, help Councils understand benefits of SBAs and map SBAs to areas of current and future skills shortages.</p> | State Government | 2019 – 2021 |
| <p>Local Government Networking Program – In partnership with Local Government Professionals Tasmania, this initiative will deliver a series of professional development and networking events aimed at increasing collaboration and engagement amongst Council employees across the region.</p> | Industry / Local Government | Ongoing |
| <p>Constructing the Coastal Pathway – Jointly funded by the State and Federal Government along with Latrobe, Devonport City and Central Coast Councils the \$14.4m Coastal Pathway extension project will see 21km of additional pathway built between Latrobe and Sulphur Creek between 2020 and March 2021.</p> | Federal / State / Local Government | 2019 - 2021 |

Other ongoing initiatives

- **Implementing the Regional Futures Plan (RFP)** – The RFP provides a blueprint for a new way of doing regional economic development, backed by industry, government and the university sector it aims to boost regional growth and foster a more resilient economy, lifting the living standards of residents in the region.
- **Regional Investment Framework (RIF)** – As part of the RFP, the RIF provides a systematic approach to identifying and securing support for regionally significant projects. The REDSG will maintain a list of regionally significant projects, reviewed and published quarterly. The first list will be released in early 2020. The purpose of the list is for our region to speak with one voice in support of projects that will drive positive economic change.
- **Regional Events Strategy** – An initiative whereby Councils have joined forces to promote regional events. Regional events identified by the Regional Events Working Group (REWG) are marketed on behalf of Member Councils through CCA's new-look website and its "Choose Cradle Coast" social media channels. The REWG also aims to deliver other initiatives aligned with the Regional Events Strategy.
- **The Coasters** – Hosted by CCA and sponsored by UTAS and CPA Australia, The Coasters was established in 2017 to "Connect. Inspire. Grow". The network aims to connect like-minded aspirational young people who live and work on the Cradle Coast and wish to influence the region's future. They share skills, knowledge and experiences to raise aspirations and improve access to career development and mentoring opportunities.
- **Swinburne University Partnership** – The MoU with Swinburne University's Centre for Social Impact will see CCA support work to achieve social impact, providing an opportunity to work in and within the region, to create an inclusive, people-centred regional economy. The MoU arrangements also include a co-funded PhD scholarship aimed at supporting the implementation of the RFP and the establishment of a Centre of Social Impact within CCA's premises.
- **LGAT Partnership** – Aimed at strengthening Local Government and reducing duplication, by sharing information more freely, CCA and LGAT will work together to deliver training, events and other services to Councils.

Purpose of this document

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

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

Our Vision, Purpose and Values

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

Our Purpose: To help Councils achieve regional outcomes and maintain strong Local Government, by working together.

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

Overview of the 2019/20 Annual Plan

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

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

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

Best wishes,



Daryl Connelly MBus
Chief Executive Officer

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

| Annual Plan Action | Long-term outcome | Key Deliverable | Activity in the previous quarter(s) | Activity this quarter |
|---|---|--|--|--|
| 1.1 Support the implementation of the Regional Futures Plan (RFP) | <i>More jobs, better jobs.</i> Regional Futures Plan is established as an effective overarching economic development framework for the region. | Establish an overarching governance framework: <ul style="list-style-type: none"> Execute MoU with key agencies Execute a Shared Service Agreement Establish 'Core Team' working arrangements | <ul style="list-style-type: none"> MoU negotiated with all Councils Core Team working arrangements established and initial work allocated | <ul style="list-style-type: none"> Shared Service Agreements supporting RFP MoU executed Core Team working arrangements continued to be established with RFP work allocated, monthly time recording introduced, and the first Core Team meeting held in November |
| | | Establish Regional Economic Development Steering Group (REDSG) | <ul style="list-style-type: none"> Sheree Vertigan AM appointed as inaugural Chair UTAS, RDA and DoSG representation on REDSG confirmed Other REDSG members recruited through an advertised process First REDSG meeting held in October, with Rules, WG Terms of Reference (ToR) and Regional Investment Framework (RIF) presented for review and adoption | <ul style="list-style-type: none"> REDSG meetings held in October and November with Terms of Reference (ToR) finalised, RIF agreed, and 2020 meeting dates set Preparation of February reports underway including population strategy and skills shortage analysis |

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| Annual Plan Action | Long-term outcome | Key Deliverable | Activity in the previous quarter(s) | Activity this quarter |
|--------------------|-------------------|--|---|--|
| | | Establish Working Groups (WG), estimated: <ul style="list-style-type: none"> • Education and Training (ETWG) • Renewable Energy (REWG) • Business Association (BAWG) • Choose Cradle Coast - Retention & Attraction (CCCWG) • Events (EWG) • Arts & Culture (ACWG) | <ul style="list-style-type: none"> • WG ToR drafted • Core Team members identified for the facilitation of WGs • Visioning workshop held for REWG and ACWG to determine the scope of initial activities • REWG commenced development of PR strategy • EWG agreed on key regional events and a proposal for CCA to manage regional events website and social media channels • Website redeveloped in-house, to showcase the region and position the 'Choose Cradle Coast' brand to support the work of the CCCWG | All WGs established, with further discussion/planning re Adventure Business Network. Activity in relation to each WG listed below. <p>ETWG</p> <ul style="list-style-type: none"> • Focus areas identified • Investment Logic Map (ILM) reviewed and project ideas generated and prioritised • Options paper drafted on Retaining Older Workers and Young Adult Career Building Program • Skills shortage paper drafted <p>REWG</p> <ul style="list-style-type: none"> • ToR finalised • The action plan developed inc. PR Strategy, Investment Prospectus and Energising Tasmania funding opportunities investigated • Secured funding for Beacon Foundation schools pilot program through Granville Harbour grants program • Core Team worked on other ongoing projects • Action plan developed |

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|--------------------|-------------------|-----------------|-------------------------------------|---|
| | | | | <p>BANWG</p> <ul style="list-style-type: none"> Options considered by REDSG – agreed to replace BANWG with an annual business submit, forum or workshop Program development underway for 2020 with initial options explored <p>CCCWG</p> <ul style="list-style-type: none"> First meeting held in November to identify opportunities Population strategy guiding principles reviewed/discussed The draft action plan developed for February meeting Regional Australia Institute arranged to deliver a workshop in February to provide an overview of population and mobility trends and factors to ensure migration is successful to assist WG to develop attraction and retention initiatives and/or a strategy |

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| | | | | <p>EWG</p> <ul style="list-style-type: none"> No further activity until the next meeting in February 2020 <p>AWG</p> <ul style="list-style-type: none"> Confirmed additional members Developed an action plan Defined and scoped “Assets List” project with work assigned to Core Team Feedback sought on BCC Museum and Art Gallery project to present to the group in February |
| | | Develop the Regional Investment Framework (RIF) | <ul style="list-style-type: none"> RIF developed using investment logic mapping approach, for endorsement by REDSG | <ul style="list-style-type: none"> RIF developed, finalised with RESG in November and released – two submissions received to date |
| | | Map the entrepreneurial ecosystem including the identification of gaps and opportunities (Swinburne PhD initiative) | <ul style="list-style-type: none"> Recruitment, selection and appointment of Swinburne University funded PhD candidate complete | <ul style="list-style-type: none"> PhD candidate commenced PhD scoping and work program completed Scoping paper presented to Swinburne for approval, ethics approval in progress |

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|--------------------|-------------------|---|--|---|
| | | Establish food producers' network | <ul style="list-style-type: none"> • Negotiations with NTDC and RDA Tasmania took place to establish a collaborative approach for the initiative – draft proposal developed for consideration • The first event saw industry members visit Lion cheese factory • Negotiations for the delivery of an SME Export Hub in the region took place, awaiting outcomes of Van Diemen Project grant application before further progress | <ul style="list-style-type: none"> • Developed partnership with Seedlab Tasmania to support professional development for food producers in our region |
| | | Initiate other Regional Futures Plan projects | <ul style="list-style-type: none"> • An investigation into an entrepreneurial program for women took place • Consultation on the 'Boosting Female Founders' federal grant program took place | <ul style="list-style-type: none"> • Investigation into the Tasmania Community Fund (TCF) funding round for workplace engagement and community wellbeing • Background work completed in order to submit the ETWG proposal on Retaining Older Workers and Young Adult Career Building Program to TCF |

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| Annual Plan Action | Long-term outcome | Key Deliverable | Activity in the previous quarter(s) | Activity this quarter |
|---|--|--|---|---|
| <p>1.2 Build the Coastal Pathway improvements</p> | <p>Improved community health and wellbeing and connectedness across the region supporting future cycling-related economic development opportunities.</p> | <p>Complete detailed designs and obtain development application approvals for all sections</p> | <ul style="list-style-type: none"> • Tender awarded for detailed design for Latrobe to Ambleside and Sulphur Creek to Penguin sections • Latrobe to Ambleside designs finalised and sent to Crown Land for consent prior to DA submission • Sulphur Creek to Penguin section progressed with TasRail • Design commenced for Don to Leith section, with landowner consultation commenced • CCA Representatives adopted the proposal for CCA to take on a broader coordination role to realise the entire Coastal Pathway vision | <ul style="list-style-type: none"> • PCG discussed fencing requirements – agreed on standards Councils are willing to accept around TasRail fencing • Report re: fencing prepared and sent to TasRail detailing Council recommendations • Consultation with TasRail re: other three sections • Sulphur Creek to Penguin section progressed with TasRail – further information requested/submitted • Don to Leith section design progressed and reports considered • Aboriginal Heritage consent received for Don River bridge DA – proceeded to Crown Land Services to obtain consent to submit DA to Council for approval <p>Latrobe to Ambleside</p> <ul style="list-style-type: none"> • Consultation with Property Services re: Crown Land consent to proceed • DA submitted; Representations considered |

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|---|---|---|--|--|
| | | | | at November Council meeting <ul style="list-style-type: none"> • Planning applications considered, approved and issued by DCC and LC • RFT advertised for construction and tender was awarded in December |
| | | Commence and manage construction | N/A | N/A |
| | | Execute Deed with State Government | <ul style="list-style-type: none"> • Draft deed received, reviewed and returned to State Government for consideration | <ul style="list-style-type: none"> • Changes made to milestone dates to allow for time passed and lessons learnt re: timeframes on other sections • Draft Deed accepted by State Government and CCA • Deed executed late November and progress report submitted against first milestone |
| 1.3 Manage the establishment of farm vehicle washdown facilities | Improved biosecurity, amenity and animal welfare. | Complete request for information (RFI) and secure funding | <ul style="list-style-type: none"> • Reference Group convened and RFI submitted | <ul style="list-style-type: none"> • Workshop held in Smithton with DPIPW, TasWater and RanchoSix to discuss design, construction and management options |

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|---|---|---|---|--|
| 1.4 Assist with hosting the Australian Regional Tourism Convention | Increased capacity and capabilities of stakeholders and greater regional profile. | Host Australian Regional Tourism Convention (ARCT) in October 2019 in collaboration with Devonport City Council, Department of State Growth (DoSG) and Business Events Tasmania | <ul style="list-style-type: none"> • Provided input into the program • Arranged for the Premier to make welcoming remarks | <ul style="list-style-type: none"> • Hosted ARTC in October in collaboration with Devonport City Council, DoSG and Business Events Tasmania |
| 1.5 Complete Award-Winning Tasmania television series | Increased regional exposure as a food tourism destination. | Manage contract delivery | <ul style="list-style-type: none"> • Meetings held with Producer to confirm production schedule | <ul style="list-style-type: none"> • Draft episodes reviewed by CCA Management and submitted to the television network. |

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

| Annual Plan Action | Long-term outcome | Key Deliverable | Activity in the previous quarter(s) | Activity this quarter |
|--|--|---|-------------------------------------|--|
| 2.1 Undertake regional NRM planning | Stakeholders are engaged with the Regional NRM Strategy and Investment Prospectus which supports a collaborative approach to addressing regional NRM priorities. | Establish a Stakeholder Advisory Group to guide strategic decision making and advocate for Regional NRM | Nil | Planned February 2020 |
| | | Review 2015-20 Regional NRM Strategy, including identification of synergies with RFP and opportunities to collaborate with Councils | Nil | <ul style="list-style-type: none"> • Draft planning process prepared for discussion at December Committee meeting • State-wide workshop with NRM North and South organised for December to discuss strategy and prioritisation approach • Strategic planning workshop held with all three regional NRM bodies to begin the process of developing new Regional NRM Strategies • Existing strategy review process initiated with the development of a questionnaire to facilitate review |
| | | Develop a Regional NRM Investment Prospectus | Nil | Not yet progressed |

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| 2.2 Deliver Regional Land Partnership (RLP) services | RLP projects successfully engage the community and deliver stated project outcomes. | Establish a Project Reference Group | Nil | Not yet progressed |
| | | Develop Community Participation and Communication Plans | <ul style="list-style-type: none"> The consultant engaged to assist with NRM Aboriginal Participation Plan Draft Communication Plan developed – planned to be finalised by April 2020 | <ul style="list-style-type: none"> Draft Communications Plan developed and submitted to Federal Government for approval Meetings established with key indigenous stakeholders re: NRM engagement |
| | | Deliver RLP and Regional Agricultural Landcare Facilitator (RALF) projects | <ul style="list-style-type: none"> Negotiations continued with Australian Government re: RLP environment projects, two of the five projects proposed progressed for sign off Funding secured for 'Protecting Our Productive Soils' project Dr Tom O'Malley active as the region's RALF, supporting local, sustainable agriculture initiatives and landholders Ali Dugan joined the team to coordinate agriculture projects Agriculture team actively pursued demonstration trial options and liaised with landholders | <p>RLP Core Services</p> <ul style="list-style-type: none"> Aboriginal stakeholder meetings were undertaken to assist in the development of Indigenous Participation Plan <p>Regional Agriculture Landcare Facilitator (RALF)</p> <ul style="list-style-type: none"> Maintained spring-active dung beetle colony, with new beetles to emerge in late summer State-wide RALF and Sustainable Agriculture project meeting held, as was the state-wide NRM meeting with the Regenerative Agriculture Network Tasmanian (RANT) to explore potential future synergies |

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| | | | <ul style="list-style-type: none"> Two events delivered in soil health: one field day with over 100 attendees and one follow-up workshop with 37 attendees Hannah Sadler joined the team on a casual basis to assist with the delivery of environmental projects | <ul style="list-style-type: none"> Event support provided for "Protecting Our Productive Soils" project Projects and local farmer network promoted at Burnie Agriculture Show <p>Protecting Our Productive Soils</p> <ul style="list-style-type: none"> Project agreements established with project partners Hillslope erosion commercial-scale trial featured at a well-attended Field Day event at Forthside, with in excess of 120 participants Stage two of erosion control trial installed for future demonstrations Soil acidification trial at TasTAFE's Freer Farm continued to progress with soil testing undertaken to confirm acidity, pasture has been cut for hay and the paddock is ready for various amendments to be applied Dung beetle workshop delivered and attended by 15 landholders, interested in establishing beetle colonies in |

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| | | | | <p>their farms to benefit soil health and productivity</p> <p>Coastal Saltmarsh Recovery in Robbins Passage and Surrounds</p> <ul style="list-style-type: none"> Final detailed Project Plan and Budget developed and submitted to the Australian Government for final approval <p>Creating a Hooded Plover Stronghold on Three Hummock Island</p> <ul style="list-style-type: none"> Baseline monitoring undertaken to trap and collar (GPS) cats, test non-toxic bait and obtain a survey of Hooded Plovers on the island Project agreements established with project partners <p>Giant Freshwater Crayfish (GFC) Recovery</p> <ul style="list-style-type: none"> Recruitment, selection and appointment of Agriculture Project Coordinator, Fiona Marshall |

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| | | | | <ul style="list-style-type: none"> • Project agreements established with project partners • Social Research commissioned with results to inform the projects stakeholder engagement strategy • Priority sites with high-value habitat identified <p>Rice Grass Removal from the Rubicon Estuary</p> <ul style="list-style-type: none"> • Detailed Project Plan and Budget developed and submitted to the Australian Government for final approval <p>Other</p> <ul style="list-style-type: none"> • Initiation of project establishment of a new project to control Rice Grass in the Rubicon Estuary – negotiations between funding and project partners took place • Rice Grass removal in Rubicon Estuary project pricing and implementation plan |

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| 2.3 Deliver on-ground NRM projects | Effective partnerships and diversified funding streams deliver successful regional NRM priority projects. | Deliver projects as determined by funding partners to address regional NRM priorities | <ul style="list-style-type: none"> • Three Hummock Island Feral Cat assessments completed • King Island Threatened Bird Surveys complete • Little Penguin Conservation project progressed, with both threat abatement and population monitoring resources developed to build capacity for local community groups | <p>submitted to the Australian Government for final approval</p> <ul style="list-style-type: none"> • Draft Little Penguin Conversation Community Toolkit submitted to DPIWWE for feedback - feedback addressed for further comment prior to signing off |
| 2.4 Implement the Tasmanian Cat Management Plan (TCMP) | The Tasmanian community is well-informed on cat management issues leading to more responsible cat ownership and management. | Engage key stakeholders and establish strategic partnerships to facilitate collaborative cat management | <ul style="list-style-type: none"> • Stakeholders from all nine Councils, Biosecurity Tasmania, cat management facilities and local vets engaged through Cradle Coast Cat Management Working Group • Working Group identified a set of regional priorities that will form the foundation of a Regional Cat Management Strategy to be developed by TCMP • Annual report submitted and approved | <ul style="list-style-type: none"> • Represented TCMP along with Kingborough Council at the Australian Institute for Animal Management Annual Conference in Darwin – Coordinators presented project outcomes to date and engaged with cat management professionals from around Australia to learn about innovative ways that other Councils and projects are approaching cat management • Margot Oerbeek joined the team after the departure of Haylee Kaplan, Margot met |

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Stronger Councils, **Stronger** Region

| Annual Plan Action | Long-term outcome | Key Deliverable | Activity in the previous quarter(s) | Activity this quarter |
|--------------------|-------------------|--|---|--|
| | | Develop and implement awareness and education programs | <ul style="list-style-type: none"> • TassieCat campaign developed for TCMP to improve levels of responsible cat ownership • Launched TassieCat social media and website, which provides advice and resources • A set of responsible cat ownership fact sheets and other TassieCat communications products developed and distributed through Councils, vets and animal shelters • Broader community engagement continued | <p>with the WG to progress discussions and facilitate the establishment of a cat holding facility on the Coast</p> <ul style="list-style-type: none"> • The three Regional Coordinators have met with DPIPWE to discuss the progress of the Cat Management Amendment Bill 2019 and potential impact on the project and Councils • A letterbox drop of TassieCat marketing material and responsible cat management in relation to The Nut completed • TassieCat social media posts reached 15,571 users, attracted 78 new followers and had 1,514 engagements in October • Results of the state-wide public survey on understanding community perceptions of cats and cat management drafted and awaiting approval from Steering Group before publishing • Approvals sort and received from Libraries Tasmania and |

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Stronger Councils, Stronger Region

| Annual Plan Action | Long-term outcome | Key Deliverable | Activity in the previous quarter(s) | Activity this quarter |
|--------------------|-------------------|--|--|--|
| | | | | <p>Service Tasmania to display cat management brochures in service centres</p> <ul style="list-style-type: none"> • Brochures providing information on the impacts of stray cats under development |
| | | Assist Councils to develop policies and compliance programs in accordance with the TCMP | <ul style="list-style-type: none"> • Fact sheet on Cat Management and Cat Prohibited Areas along with Cat Management Area SOP/template developed as a resource for Councils • Draft Cat Policy and associated documents completed • Presented overview of the project at Circular Head Council workshop | <ul style="list-style-type: none"> • Presentation at Devonport City Council workshop • Progress report of the WGs approach to strategic cat management prepared to provide a summary of information to Councils and highlight regional objectives • Project report highlighting achievements of WG completed for distribution to Councils |
| | | Conduct the first annual review of the strategic plan in conjunction with the state-wide TCMP team and adapt where necessary | <ul style="list-style-type: none"> • Strategic Plan reviewed by TCMP – no revisions to goals or objectives made • Several evaluation metrics redefined to support more accurate and relevant measurement within the timeframe of the project | <ul style="list-style-type: none"> • Review of strategic plan took place, and the project is on schedule to deliver key actions for 2019-20 period |

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

| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--|--|---|--|--|
| <p>3.1 Attract, influence and manage private and public sector funding to achieve better regional outcomes</p> | <p>Improved long-term financial sustainability leading to an increased value of CCA model to owners.</p> | <p>Develop and implement a stakeholder engagement plan to complement project-level planning</p> | <ul style="list-style-type: none"> Stakeholder engagement plan developed to ensure our staff, Committee Members and Directors are across key messages | <p>In addition to communication and engagement activities covered elsewhere, the following events were also attended:</p> <ul style="list-style-type: none"> CEO attended Institute of Public Administration Australia – Tasmania Division AGM and was elected as a Councillor CEO attended CPA Congress Business Lunch as Tasmanian General Managers' guest CEO invited to attend Regional Australia Institute's 'Regions Rising Tasmania' Roadshow with the Premier and other stakeholders CEO and DSS met with RAI Co-CEO, Kim Houghton to discuss opportunities for RAI to assist/support CCCWG activities CEO met with State DFAT Director, Dr Tim Ault, to brief him on regional issues CEO participated in 'Reimagining Tasmania's North West' Reference Group Meeting |

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Stronger Councils, Stronger Region

| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--------------------|-------------------|--|---|--|
| | | | | <ul style="list-style-type: none"> • CEO invited to attend Business Growth Strategy Forum with Minister Ferguson and key stakeholders • CEO and DSS met with Northern Tasmania Development Corporation team including incoming CEO Mark Baker • CEO met with Pro-Vice-Chancellor, Jim Cavaye • CEO and Board Members attended Councillor year-end get-togethers initiated by Chief Representative • CEO attended Burnie Excellence in Service Awards • CEO attended TICT Tasmanian Tourism Awards Dinner |
| | | Advocate for regional projects to attract private and/or public investment in the region | <ul style="list-style-type: none"> • Letters of support provided for two separate initiatives around youth engagement and recreation • Compassionate Communities initiative considered by CCA Representatives | <ul style="list-style-type: none"> • Developed a collaborative bid for Industry Training Hub tender, which if successful, will see a Careers Facilitator collocated at CCA and will see our REDSG providing oversight of the Hub |

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Stronger Councils, Stronger Region

| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--------------------|-------------------|---|---|--|
| | | Secure funding for relevant projects and strategic services initiatives | <ul style="list-style-type: none"> Negotiations took place with several potential proponents to share office space and work on collaborative projects Strategic partnerships progressed with TasNetworks, Hydro and Swinburne University, involving possible co-location at CCA offices and other initiatives Secured UTAS PhD scholarship with a view for the position to commence in January 2020 Discussions re: a Local Government focussed School-based Apprenticeship program occurred and looked promising | <ul style="list-style-type: none"> Launch of the Cradle Coast Future Energy Hub, a CCA and Industry Partnership established to showcase Cradle Coast's future energy potential Teaming Agreement with TasNetworks finalised to fund a dedicated economic development resource to coordinate activities of the Future Energy Hub The Future Energy Hub will be a "one-stop-shop" for renewable energy development in the region and will be a central place to host community and stakeholder engagement activities and a place the community can come and learn more about what is ahead for renewable energy development in Tasmania Recruitment took place for the Future Energy Hub resource in December Successfully secured Skills Tasmania funding for Local Government School-based Apprenticeship program – |

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Stronger Councils, Stronger Region

| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--|---|--|--|--|
| <p>3.2 Plan, coordinate, facilitate, advocate and otherwise act on behalf of Councils, when required</p> | <p>Greater capacity to deliver and support Councils, increasing value of CCA model to owners.</p> | <p>Evaluate requests and opportunities and act on behalf of Councils (to be determined based on needs) where strategic alignment is achieved</p> | <ul style="list-style-type: none"> Discussed Coastal Pathway erosion and funding concerns with Deputy Prime Minister, Minister for State Growth and other parliamentarians Arranged for UTAS Vice Chancellor, Professor Rufus Black to meet with Mayors and General Managers to discuss the University's strategic direction and commitment to the RFP | <p>recruitment activities commenced in December</p> <ul style="list-style-type: none"> MoU negotiated and finalised with Swinburne University which will see us collaborate on social impact initiatives MoU negotiated and finalised with LGAT which will see us collaborate on initiatives such as Local Government training and advocacy MoU negotiated and finalised with EDA, which will see membership benefits extended to staff from Member Councils <p>Delivered the second stage of the King Island Future Leaders Program which saw The Institute of Positive Education deliver a leadership and resilience workshop, site visits to King Island Hydro and Meet your Beef, a networking event at the King Island Cheese Shop and a workshop delivered by CCA to establish The Coasters on the Island</p> |

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Stronger Councils, Stronger Region

| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--|--|--|---|--|
| 3.3 Assist with the implementation of additional shared services and collaborative working arrangements | Increased ratepayer and government confidence in Councils - <i>Stronger Councils, Stronger Region.</i> | Develop an Internal Audit Program for Member Council consideration | <ul style="list-style-type: none"> Developed draft Internal Audit Program and proposal for Waratah Wynyard Council consideration | <ul style="list-style-type: none"> CCA supported The Coasters King Island launch event in December Arranged for Welcoming Cities Manager, Sebastian Geers to meet with Representatives' to discuss the initiative and how we might become a 'Welcoming Region' |
| | | Establish a program of events for Local Government networking | <ul style="list-style-type: none"> Discussed opportunity/idea with several external stakeholders to test an idea Presented RFP at LG Pro NW Branch meeting and progressed discussions re: joint LG networking program | <ul style="list-style-type: none"> Internal Audit Program proposed considered by Waratah Wynyard Council at Audit Panel meeting in November Entered into an MoU with LG Professionals Tasmania to jointly deliver a Local Government Networking Program – a first event held in December following the NW branch meeting |
| | | Deliver regional events calendar through the events working group | <ul style="list-style-type: none"> Refreshed website, incorporating Choose Cradle Coast look and feel to support EWG initiatives | Refer to EWG section under RFP |

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| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--------------------|-------------------|--|--|--|
| | | Develop a shared services strategy to be endorsed by the Representatives | <ul style="list-style-type: none"> Explored shared service opportunities and commenced development of shared services plan and discussed the proposed approach with some Councils | <ul style="list-style-type: none"> Draft Shared Services Strategy developed and presented to Representatives' in November – final strategy will be tabled at the February Representatives' meeting for endorsement Discussions progressed with DPAC and others re: dashboard and performance reporting for Councils Submitted a shared payroll service proposal to another organisation |

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| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--|---|--|---|---|
| 3.4 Promote Local Government careers and help councils with workforce development | Councils have the right people in the right roles to meet service delivery needs. | Deliver Regional Employment Trials (RET) Project | <ul style="list-style-type: none"> 40 Council work experience placements secured 12 speakers and four tours organised as part of the training, this included Council staff talking about LG roles, guided tours of arts and events spaces and Council HR managers involved in mock interviews Work experience placements commenced in Burnie Additional training session organised for Kentish/Latrobe Online jobs board created on the Choose Cradle Coast Website, providing Councils with the ability to upload vacancies | <ul style="list-style-type: none"> Training and work placements completed in Burnie and Devonport Fifth training block completed in Latrobe/Kentish 19 job seekers were put through two weeks of training followed by work experience with councils Councils supported the project with 18 work experience placements, extending the duration of the placement and getting heavily involved in the training – training was also supported by many local business guest speakers |
| 3.5 Increase Member Council and external stakeholder communication | Increased stakeholder confidence. | Biannual attendance at Council workshops | <ul style="list-style-type: none"> Kentish Council Central Coast Council Burnie City Council | <ul style="list-style-type: none"> Devonport City Council Waratah Wynyard Council Circular Head Council West Coast Council Latrobe Council King Island Council |

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| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--------------------|-------------------|--|--|--|
| | | Maintain monthly newsletter and social media | <ul style="list-style-type: none"> Regular e-news maintained New 'Choose Cradle Coast' social media presence established Facebook content maintained | <ul style="list-style-type: none"> Regular e-news maintained Facebook content maintained including new 'Choose Cradle Coast' social media presence |
| | | Continued radio, television and newspaper coverage | <p>The Advocate coverage:</p> <ul style="list-style-type: none"> REDSG Chair appointment UTAS PhD Scholarship Renewable Energy Regional jobs growth Sustainable Murchison Group/CCA MoU <p>Radio/television coverage:</p> <ul style="list-style-type: none"> CEO interviewed on ABC Drive re: REWG CEO interviewed on breakfast show re: Linking with a Leader event with Ambassador Stewart CEO interviewed on Tasmanian Country Hour re: regional economic growth CEO interviewed for Southern Cross story re: Cradle Coast Investment Prospectus | <p>The Advocate coverage:</p> <ul style="list-style-type: none"> Regional Employment Trials – Giovanna Simpson guest speaker at training Cradle Coast Future Energy Hub Launch Regional Investment Framework Launch Coastal Pathway Launch Council School-Based Apprenticeship Program RALF Risk and Cost of Soil Erosion CCA preferred provider of RLP services for Cradle Coast region – suite of five RLP projects announced <p>Radio/television coverage:</p> <ul style="list-style-type: none"> CEO interviewed by ABC Rural Reporter, Hugh Hogan re: NRM RLP funding |

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| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--------------------|-------------------|----------------------|---|--|
| | | | <ul style="list-style-type: none"> CEO interviewed on 7AD re: Cradle Coast Investment Prospectus | <ul style="list-style-type: none"> CEO interviewed on ABC Drive re: Coastal Pathway Launch CEO interviewed by Darren Kerwin from 7AD re: School-based Apprenticeship program CEO interviewed on ABC Drive re: CCA's involvement in Live Learn / UTAS Devonport Community Conversations initiative |
| | | Public presentations | <p>Regional Futures Plan:</p> <ul style="list-style-type: none"> EDA forum CPA Business in the Boardroom Luncheon LG Professionals NW Branch Ordinary Meeting and AGM | <ul style="list-style-type: none"> CCA community information session – Smithton, Devonport and Ulverstone CEO presented at Live Learn / UTAS Community Conversations initiative <p>Regional Futures Plan:</p> <ul style="list-style-type: none"> LG Professionals Tasmania Conference – panel discussion |

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Stronger Councils, Stronger Region

| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--|--|---|--|--|
| | | Regular, transparent and meaningful reporting to our owners and external stakeholders | <p>In addition to communication and engagement activities covered elsewhere, briefings were provided to:</p> <ul style="list-style-type: none"> Minister for Local Government, Mark Shelton MP Shadow Minister for Regional Development, Catherine King MP Senator Anne Urquhart Minister for State Growth, Michael Fergusson MP State Shadow Minister for Local Government, Anita Dow MP Deputy Prime Minister, Michael McCormack MP New Regional Tourism Organisation Chairman and CEO | <p>In addition to communication and engagement activities covered elsewhere, briefings were provided to:</p> <ul style="list-style-type: none"> The Hon. Jane Howlett MLC Premier, Will Hodgman Deputy Premier, Jeremy Rockliff Melanie Brown, Senior Advisor – Office of Minister Mark Shelton Andrew Byer, National Wind Farm Commissioner |
| 3.6 Increase organisational performance (staff morale and capabilities) | Increased confidence in CCA's capability and capacity to deliver – CCA has the right people and the right skills to achieve its purpose. | Develop learning and development plans for all staff | <ul style="list-style-type: none"> Performance appraisals completed, including review of learning and development needs | |
| | | Embed project management framework into business practices | <ul style="list-style-type: none"> The project management framework is now being applied to all projects | |
| | | Review Strategic Plan (2017-20 Corporate Plan) | <ul style="list-style-type: none"> Commenced strategic planning | <ul style="list-style-type: none"> Two strategic planning workshops held with Board |

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| Annual Plan Action | Long-term outcome | Key Deliverable | YTD Activity | Quarterly Activity |
|--------------------|-------------------|--|--|--|
| | | | | <ul style="list-style-type: none"> Commenced development of five-year draft Strategic Plan Focus group meeting planned for February to review and discuss the draft Strategic Plan with representatives from Board, REDSG, NRM Committee, General Managers, the Chief Representative and Deputy Chief Representative |
| | | Establish clear financial goals and continue to enhance and streamline financial reporting | <ul style="list-style-type: none"> Commenced development of streamlined reporting for 2019/20 Dashboard under development, for presentation with the first quarter | <ul style="list-style-type: none"> Delivered dashboard reporting with first quarterly reporting for 2019/20 Continued to progress streamlined reporting initiatives |