



2019-20 ANNUAL PLAN PROGRESS REPORT

QUARTER ENDED 31 MARCH 2020



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Chair's Report

These are troubling, uncertain, and challenging times, unlike any in living memory for the vast majority of us.

The Board of CCA extends to everyone its very positive hopes and wishes that you, your families and friends all remain safe and healthy and that we can overcome this health and economic threat as quickly as possible and without too much damaging economic and social dislocation.

The Board is very appreciative of Daryl and the whole CCA team's prompt response to the implications of the outbreak of COVID-19 in our region and for CCA.

Our staff implemented immediate health, hygiene, and social distancing procedures and have tackled the difficult but unavoidable issues of seeking ways to keep as many of our skilled workforce in gainful and on-going employment as possible. The Board and Management are very mindful of the financial implications of this crisis on our organisation and we are working diligently to manage this.

CCA stands ready, willing, and as able as it can during this unprecedented health and economic crisis, to continue its contracted projects and programs where possible, and to assist our Councils and region in any way possible.



The Hon. Sid Sidebottom

Chair

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



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CEO's Report

At the time of writing, CCA, like every other business and household, is adapting to a new and uncertain reality related to COVID-19.

I'd like to take this opportunity to publicly acknowledge my team, who not only adapted to working from home very quickly, calmly and well ahead of most others, but who came to me with a plan to reduce their pay, to help ensure CCA gets through this. With around seventy percent of our revenue relating to externally funded projects likely to be disrupted by COVID-19, CCA has to preserve cash and we are doing so effectively.

One of the most significant things to occur during Quarter 3, was the Regional NRM Committee's decision to transition to a fully integrated business model. This marked the end of our NRM business unit being a separate "business within the business" and allows us to serve the region as one united, diverse and talented team. Joining me to form the Leadership Team, Regional NRM Manager, Spencer Gibbs and Director of Strategic Services, Claire Smith, have played and will continue to play, a crucial role in leading our people to have even greater impact.

Other highlights of Quarter 3:

- Award Winning Tasmania started screening on Channel Nine.
- Work started on the Latrobe to Ambleside section of the Coastal Pathway.
- High school students from the West Coast participated in our Kickstarting Energy Careers project.
- Tanya Denison joined our team as Future Energy Facilitator, supporting the Futures Plan.
- Sarah Walton joined our team as a School Based Apprentice, learning business administration.
- Two UTAS Honours students commenced their projects and scholarships were offered to two PhD candidates; all fully funded by UTAS and supporting the Regional Futures Plan.
- At least six of our Regional Employment Trials participants gained jobs, on top of valuable work experience.
- All of our important, federally funded NRM projects are now underway.

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

Best wishes,



Daryl Connelly MBus

Chief Executive Officer



From left to right: Daryl Connelly CEO CCA, Mary Frost Executive Officer LG Professionals Tasmania and Matthew Atkins General Manager Devonport City Council

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 saltmarsh, Rice Grass, and 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 good quality habitat within the species' range, and protect it from further 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 agricultural activities 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 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 controlling and containing the estimated 660 ha of Rice Grass in the Rubicon-Port Sorell Estuary, a key threat to the ecosystem.	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 to 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 bootcamps 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 jobseekers 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 Australian School-based Apprenticeship (ASbA) 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 ASbAs. The project will increase the number of ASbAs within Councils, help Councils understand benefits of ASbAs and map ASbAs 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 21 km 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.
- **University of Tasmania Partnership** – The partnership with the University of Tasmania will see CCA support and/or host two PhD candidates and two Honours students working on projects aimed at supporting the implementation of the RFP.

Purpose of this document

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

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

Our Vision, Purpose and Values

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

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

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

Overview of the 2019/20 Annual Plan

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

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

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

Best wishes,



Daryl Connelly MBus
Chief Executive Officer

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 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 overarching governance framework: <ul style="list-style-type: none"> • Execute MoU with key agencies • Execute Shared Service Agreement • Establish 'Core Team' working arrangements 	<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. 	 Completed
		Establish Regional Economic Development Steering Group (REDSG)	<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. 	<ul style="list-style-type: none"> • Core Team Meeting including trip to the Zeehan Study Hub and Granville Harbour Wind Farm with West Coast Councillors and General Manager. • REDSG met in March to consider the impact of COVID-19 on the investment framework. The Priority list would be reconsidered and announced later in the year.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in 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) 	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. • 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. <p>BANWG</p> <ul style="list-style-type: none"> • Options considered by REDSG – agreed to replace BANWG 	<p>ETWG</p> <ul style="list-style-type: none"> • Application for Tasmanian Community Fund for the Young Adult Career Building Program submitted. • Working Group discussed future presenters useful to inform the group such as LG ASbA, Skills Tasmania and Industry Training Hub. • Engagement with Damian Pierce, of the Industry Training Hub, for introduction planned at the April WG meeting. <p>REWG</p> <ul style="list-style-type: none"> • Communications Plan drafted and presented to WG in February. • Investment Prospectus outlined to seek feedback and further input from WG. • Beacon Foundation Growth Industry Preparation program delivered to two West Coast schools. • Skills Tasmania presented to WG re: Energising Tasmania funding for skills training in renewable energy sector.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
			<p>with an annual business submit, forum or workshop.</p> <ul style="list-style-type: none"> 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. Draft action plan developed for February meeting. Regional Australia Institute arranged to deliver 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. <p>AWG</p> <ul style="list-style-type: none"> Confirmed additional members. Developed action plan. Defined and scoped "Assets List" project with work assigned to Core Team. Feedback sought on BCC Museum and Art Gallery 	<p>BANWG</p> <ul style="list-style-type: none"> Business forums on hold until post COVID-19 restrictions, although planning of scope and content continued. <p>CCCWG</p> <ul style="list-style-type: none"> Planning for a survey of ex Tasmanians underway to inform future actions. Workshop with Regional Australia Institute for WG members and staff to discuss regional migration initiatives. Briefing note prepared for action item; survey of ex residents of Cradle Coast on what will entice them back to the region. <p>AWG</p> <ul style="list-style-type: none"> Register of Arts and Cultural assets in the region under development. Seniors Week pilot program discussed and Grant for RANT funding for 2021 program submitted. Presentation on the proposed North West Museum and Art Gallery.

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Stronger Councils, **Stronger** Region



Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
			project to present to group in February.	EWG <ul style="list-style-type: none"> Two projects defined and added to Action Plan for consideration. Consideration for the Seniors Week idea from the AWG. Actions involving Events placed on hold due to COVID-19 restrictions.
		Develop Regional Investment Framework (RIF)	<ul style="list-style-type: none"> RIF developed, finalised with REDSG in November and released – two submissions received to date. 	<ul style="list-style-type: none"> Framework was used to assess initial projects. Revisions to the RIF being considered in light of COVID-19.
		Map the entrepreneurial ecosystem including the identification of gaps and opportunities (Swinburne PhD initiative)	<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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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
		Establish food producers' network	<ul style="list-style-type: none"> Developed partnership with Seedlab Tasmania to support professional development for food producers in our region. 	<ul style="list-style-type: none"> Partnership with Seedlab Tasmania progressed and information sessions delivered in February. Contact with business groups and food producers to introduce the Network and details available on CCA website. Bootcamp held in Burnie for Seedlab participants. Discount code sent to interested parties for first Masterclass in April. Masterclasses planned to be presented by Seedlab in the region will be moved online, full details not yet known.
		Initiate other Regional Futures Plan projects	<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 ETWG proposal on Retaining Older Workers and Young Adult Career Building Program to TCF. 	<ul style="list-style-type: none"> Letter of support for the Older Workers program sought from COTA and a partnership approach developed. TCF application submitted for Older Workers Project and awaiting outcome. Selection and engagement of two UTAS Honours students and two PhD candidates.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in 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"> • 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. 	<ul style="list-style-type: none"> • Further discussions with Swinburne re: collaborative projects to support RFP. • Threatened Species permit submitted to DPIPWE. • Milestone 2 reached for the Commonwealth Deed, report submitted and awaiting approval for payment.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
			<ul style="list-style-type: none"> DA submitted; Representations considered at November Council meeting. Planning applications considered, approved and issued by DCC and LC. RFT advertised for construction and tender awarded. 	
		Commence and manage construction	N/A	<ul style="list-style-type: none"> Works have commenced on the Latrobe to Ambleside section. Threatened species permits issued for the Latrobe section. Road base laid in prep for road realignment.
		Execute Deed with State Government	<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. 	

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
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"> Workshop held in Smithton with DPIPW, TasWater and Rancho Six to discuss design, construction and management options. 	<ul style="list-style-type: none"> Awaiting feedback from the Commonwealth. Budget estimates received from Rancho Six for construction costs of the Smithton wash.
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"> Hosted ARCT in October in collaboration with Devonport City Council, DoSG and Business Events Tasmania. 	 Completed
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"> Draft episodes reviewed by CCA Management and submitted to television network. 	<ul style="list-style-type: none"> 13 of the 26 episodes have been delivered to Channel Nine and are being broadcast at 12.30pm each Saturday.

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

Annual Plan Action	Long-term outcome	Key Deliverable	Activity in 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	<ul style="list-style-type: none"> SAG ToR reviewed. Internal discussions regarding scope of engagement and potential makeup of stakeholders.
		Review 2015-20 Regional NRM Strategy, including identification of synergies with RFP and opportunities to collaborate with Councils.	<ul style="list-style-type: none"> Draft planning process prepared for discussion 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 Strategy. Existing strategy review process initiated with the development of a questionnaire to facilitate review. 	<ul style="list-style-type: none"> Strategy Review questionnaire completed by key staff and NRM Committee members and responses utilised to shape planning workshop. Strategy Review completed and submitted as part of RLP Core Services commitments. Proposal developed with other Tasmanian NRM bodies to seek State/Federal support for consultancy expertise in facilitating a unified, efficient and effective process for NRM Strategy development across the state.
		Develop a Regional NRM Investment Prospectus	Not yet progressed	Not yet progressed

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
2.2 Deliver Regional Land Partnership (RLP) services	RLP projects successfully engage the community and deliver stated project outcomes.	Establish a Project Reference Group	Not yet progressed	<ul style="list-style-type: none"> All project reference groups established, and inaugural meetings took place.
		Develop Community Participation and Communication Plans	<ul style="list-style-type: none"> Draft Communications Plan developed and submitted to Australian Government for approval. Meetings established with key indigenous stakeholders re: NRM engagement. 	<ul style="list-style-type: none"> All RLP project Communications Plans completed and submitted. Final Communications Plan submitted to Australian Government. Community Participation Plan completed and submitted to Australian Government. Community Participation Plan (including Aboriginal Participation Plan), Communications Plan, and Strategy Review prepared and presented to NRM Committee Chair and CEO for feedback and approval.
		Deliver RLP and Regional Agricultural Landcare Facilitator (RALF) projects	RLP Core Services <ul style="list-style-type: none"> Aboriginal stakeholder meetings undertaken to assist in development of Indigenous Participation Plan. Regional Agriculture Landcare Facilitator (RALF) <ul style="list-style-type: none"> Maintained spring-active dung beetle colony, with new beetles to emerge in late summer. 	RLP Core Services <ul style="list-style-type: none"> Completed the process of developing MERI Plans for the five approved RLP projects. Planning for an Aboriginal Internship Program initiated. Regional Agriculture Landcare Facilitator (RALF) <ul style="list-style-type: none"> RALF work plan updated and approved.

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			<ul style="list-style-type: none"> 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. 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 	<ul style="list-style-type: none"> Developed online PMP modules in readiness for landholder engagement. Contributed article for the Advocate newspaper (Tasmanian Farmer section). Interim trials summary report provided for SusAg project reporting (hillslope erosion) and support for SusAg project activities. Maintenance and beetle trapping of spring-active dung beetle nursery aiming to establish a new species in Tasmania (<i>Onthophagus vacca</i>). Edited PMP workbook template for program launch. Provided support for SusAg project activities". Launched online PMP program for first cohort of participants. Pasture identification/feed budgeting workshop on King Island postponed due to COVID-19. <p>Protecting Our Productive Soils</p> <ul style="list-style-type: none"> Data collection from first of two hillslope erosion control trial plots at Forthside

Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
			<p>paddock is ready for various amendments to be applied.</p> <ul style="list-style-type: none"> Dung beetle workshop delivered and attended by 15 landholders, interested in establishing beetle colonies in their farms to benefit soil health and productivity. <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 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 survey of Hooded Plovers on the island. Project agreements established with project partners. 	<p>undertaken with some noteworthy findings in relation to three differing mechanical erosion control treatments utilised. The aim of the demonstration trial is to showcase options to consider when protecting freshly prepared cropping ground.</p> <ul style="list-style-type: none"> 14 participants attended a targeted Nutrient Budget workshop in Elliott that was delivered with a focus on grazing enterprises with an emphasis on remediation of acidic soils typically dominant in the higher rainfall areas. Hillslope Erosion trial developed incorporating select deep rooting multi species cover cropping is progressing with post-harvest site works soon to commence seeding that will align with break of season rainfall. Six participants that attended the recent Nutrient Budget workshop in Elliott have progressed towards implementing remediation works that are planned to commence this Autumn.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
			<p>Giant Freshwater Crayfish (GFC) Recovery</p> <ul style="list-style-type: none"> Recruitment, selection and appointment of Agriculture Project Coordinator, Fiona Marshall. 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 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. 	<ul style="list-style-type: none"> Hillslope Erosion trial set up commenced with soil moisture and compaction testing undertaken prior to seeding of multi species cover crops. In-Cab Technology workshop was delivered with five participants on site and later that day an additional four remotely, with seven indicating further interest in adoption of contour mapping integration for improved erosion control. Nutrient Input Workshop delivered to 13 Agriculture Apprentices that coincided with the soil amendment trial activity at TasTAFE Freer farm. <p>Coastal Saltmarsh Recovery in Robbins Passage and Surrounds</p> <ul style="list-style-type: none"> Submitted MERI Plan to Australian Government for final approval. Negotiated and prepared Contract for Services with the key project partner, Circular Head Landcare. Started to identify landholders with substantial saltmarsh assets.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
			<ul style="list-style-type: none"> Rice Grass removal in Rubicon Estuary project pricing and implementation plan submitted to Australian Government for final approval. 	<ul style="list-style-type: none"> Established Project Reference Committee. Commenced work on Project Information Flyer for landholders. Project Communications Plan Implementation Plan and Monitoring Plan completed. Initial meeting with landholder Moon Lake to discuss project and gauge level of interest. Rice Grass control works completed for this spraying season. <p>Creating a Hooded Plover Stronghold on Three Hummock Island</p> <ul style="list-style-type: none"> Baseline datasets established including Hooded Plover baseline survey by Birdlife Australia showing that 25 adult birds use the island. Reserve Activity Assessment form (including Environmental Management Plan) completed and submitted to PWS. Field trips planned for the next quarter have been postponed due to COVID-19.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
				<p>Giant Freshwater Crayfish (GFC) Recovery</p> <ul style="list-style-type: none"> • Desktop analysis and field verification completed which has identified 14 priority sections of river catchments. • Social engagement has commenced with one-on-one engagement of landholders in identified target areas, to gauge interest in participating in project. This will hopefully allow for four to six priority areas to be identified to allow works projects to be developed. Interested landholders must allow for at least 1km stretches on both banks to be rehabilitated or habitat improved. This could include activities such as; fencing, off stream watering, revegetation and weed control or entering into a conservation covenant. • Communications Plan, Implementation Plan and Monitoring Plan for project provided to Australian Government as part of project reporting requirements.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
				<ul style="list-style-type: none"> • Site inspections across key priority areas with private landholders to gauge interest in long term project participation and scope out potential works. 22 visits completed and one priority area shortlisted and identified. • Six priority areas shortlisted, still to gauge landholder interest in either Lapoinya or Inglis to finalise last priority area. • Three out of four priority areas have had AUSRIVAS and GFC monitoring completed. • Flyer developed and mailed to 115 landholders in priority areas. • Six landholder visits undertaken to discuss project opportunities. • Reviewed and finalised Funding Guidelines for landholders who are considering entering into an agreement. • Met with UPC Renewables at Smithton to discuss project overlap with their proposed transmission development.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
				<p>Rice Grass Removal from the Rubicon Estuary</p> <ul style="list-style-type: none"> • Pre-works onsite project briefing conducted at Narawntapu NP with Ranger in Charge, Clinton Downing, preferred Service Provider, Hedges Environmental Services and Cradle Coast NRM staff to outline scope of works for 2020. • Commenced community and stakeholder consultation. • Completed baseline monitoring. • Commenced Rice Grass weed control works at Narawntapu NP. • Commenced work on Project Information Flyer for community. • Established Saltmarsh Reference Committee and held first meeting. • Project Communications Plan and Implementation and Monitoring Plan drafted. • Weed control works completed for this spraying season.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
<p>2.3 Deliver on-ground NRM projects</p>	<p>Effective partnerships and diversified funding streams deliver successful regional NRM priority projects.</p>	<p>Deliver projects as determined by funding partners to address regional NRM priorities</p>	<ul style="list-style-type: none"> Draft Little Penguin Conversation Community Toolkit submitted to DPIPWE for feedback - feedback addressed for further comment prior to sign off. 	<ul style="list-style-type: none"> Little Penguin Conservation Project completed, and final payment received.
<p>2.4 Implement the Tasmanian Cat Management Plan (TCMP)</p>	<p>The Tasmanian community is well-informed on cat management issues leading to more responsible cat ownership and management.</p>	<p>Engage key stakeholders and establish strategic partnerships to facilitate collaborative cat management</p>	<ul style="list-style-type: none"> 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 Ooerbeek joined the team after the departure of Haylee Kaplan, Margot met with the WG to progress discussions and facilitate the establishment of a cat holding facility on the Coast. 	<ul style="list-style-type: none"> The TCMP has met with DPIPWE, Ten Lives and the Cat Management Coordinator of Kingborough Council to develop a Tasmanian Cat Tracker Program. This program will track the movements of domestic cats in Tasmania and will record the number of roads crossed. This project will engage cat owners and will be a valuable educational tool when discussing the importance of cat containment. The Cat Tracker Project has received approvals from DPIPWE to be implemented in the Cradle Coast region. Animal and human ethics approvals are being requested.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
			<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. 	<ul style="list-style-type: none"> The TCMP Steering Group (incorporating representatives from DPIPWE, the three cat management facilities, LGAT and the host organisations) met to discuss the progress and future direction of the TCMP Project.
		Develop and implement awareness and education programs	<ul style="list-style-type: none"> 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 Service Tasmania to display cat management brochures in service centres. Brochures developed. 	<ul style="list-style-type: none"> Two brochures in development: 1) How to surrender your pet cat, and 2) The importance of vaccinating your cat and information of FIV and Feline leukaemia. Paid advertising on Facebook commenced.

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter
		Assist Councils to develop policies and compliance programs in accordance with the TCMP	<ul style="list-style-type: none"> • Presentation at Devonport City Council workshop. • Progress report of WGs approach to strategic cat management prepared to provide summary of information to Councils and highlight regional objectives. • Project report highlighting achievements of WG completed for distribution to Councils. 	<ul style="list-style-type: none"> • The CCCMWG received a proposal from Just Cats for the establishment of a cat management facility in the region. • CCCMWG rescheduled due to COVID-19.
		Conduct first annual review of strategic plan in conjunction with the state-wide TCMP team and adapt where necessary	<ul style="list-style-type: none"> • 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 increased value of CCA model to owners.</p>	<p>Develop and implement a stakeholder engagement plan to complement project level planning</p>	<p>In addition to communication and engagement activities covered elsewhere, the following events/meetings were attended by the CEO or senior staff:</p> <ul style="list-style-type: none"> • Institute of Public Administration Australia – Tasmania Division AGM, CEO elected as a Councillor. • CPA Congress Business Lunch as Tasmanian General Managers' guest. • Regional Australia Institute's 'Regions Rising Tasmania' Roadshow with the Premier and other stakeholders. • RAI Co-CEO, Kim Houghton to discuss opportunities for RAI to assist/support CCCWG activities. • State DFAT Director, Dr Tim Ault, to brief him on regional issues. • Participated in 'Reimagining Tasmania's North West' Reference Group Meeting. 	<p>In addition to communication and engagement activities covered elsewhere, the following events/meetings were attended by the CEO or senior staff:</p> <ul style="list-style-type: none"> • Meeting Minister Shelton. • Harvest Moon site tour. • Meeting Professor Robyn Eversole and Dr Emma Lee from Swinburne University to discuss Aboriginal Cultural Tourism. • Meeting with Danielle Kidd, General Manager for University of Tasmania, Cradle Coast. • Meeting with Gavin Pearce to discuss Quoiba Saleyards and other matters. • Meeting with Professor Robyn Eversole and Dr Nicolas Gambetta. • Meeting with Rosanna Coombes, CEO NRM North • Meeting with Mark Baker (NTDC) Craig Perkins (RDA Tas) Jim Cavaye (Cradle Coast Campus Pro Vice

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Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
			<ul style="list-style-type: none"> Business Growth Strategy Forum with Minister Ferguson and key stakeholders. Meeting with NTDC team including incoming CEO Mark Baker. Meeting with Pro Vice Chancellor, Jim Cavaye. CEO and Board Members attended Councillor year-end get togethers initiated by Chief Representative. Burnie Excellence in Service Awards. TICT Tasmanian Tourism Awards Dinner. 	<p>Chancellor) and Dom Geraghty (Pro Vice Chancellor Launceston Campus).</p> <ul style="list-style-type: none"> Meeting with Tom Wotton, CEO, North by North West. Afternoon tea with local government representatives and Anita Dow MP and Rebecca White MP. The Chief Representative, Deputy Chief Representative, CEO, Chairman, CCA Management Team provided a briefing to H.E the Governor, Professor Kate Warner and Mr Warner. Meeting with Leonie Hiscutt and Cr. Phillip Richard re: Quoiba Saleyards.
		Advocate for regional projects to attract private and/or public investment in the region	<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 	<ul style="list-style-type: none"> Advocated for action re: Quoiba saleyards on behalf of Member Councils.

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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"> • 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 ASbA 	<ul style="list-style-type: none"> • Executed Food Producers Network agreement with Seedlab. • Tanya Denison appointed as Future Energy Facilitator to support the Renewable Energy WG and progress the Future Energy Hub.

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Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
			<p>program – recruitment completed.</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. 	
		Local Government Australian School-based Apprenticeship (ASbA) Program	<ul style="list-style-type: none"> • Engaged with Councils considering ASbA in 2020 and provided information and assistance navigating the program and stakeholders. • Drafted the Stakeholder Engagement Plan for the Feb-Sep 2020 period of the Project." 	<ul style="list-style-type: none"> • Engaged with Stakeholders to understand and support ASbA 2020 applicants, including Skills Tasmania, DoE ASbA Unit, Australian Network Providers, and RTOs. • Engaged with Councils considering ASbA in 2020 and provided information and assistance navigating the program. • Developed Stakeholder Engagement Plan for the Feb-Sep 2020 period of the Project.

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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"> 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. 	<ul style="list-style-type: none"> Signed up two ASbA Students. Progress report completed, submitted and accepted by Skills Tasmania. Approved and commenced implementation of the Stakeholder Engagement Plan for the Feb-Sep 2020 period of the Project: specifically: <ul style="list-style-type: none"> Distribution of ASbA Survey to Member Councils Workshops scheduled with ASbA Unit to commence Pathway Mapping Facilitated joint workshop for WWC, BCC and CHC re: Shared Services.

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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 rate payer and government confidence in Councils - <i>Stronger Councils, Stronger Region.</i>	Develop an Internal Audit Program for Member Council consideration	<ul style="list-style-type: none"> CCA supported The Coasters King Island launch event in December. Arranged for Welcoming Cities Manager, Sebastian Geers to meet with Representatives' to discuss initiative and how we might become a 'Welcoming Region'. 	<ul style="list-style-type: none"> Internal Audit Program proposal considered by WWC Audit Panel. 	<ul style="list-style-type: none"> Internal Audit Program proposal accepted by WWC, engagement scoping commenced with key staff.
		Establish program of events for Local Government networking	<ul style="list-style-type: none"> Entered into an MoU with LG Professionals Tasmania to jointly deliver the Cradle Coast Local Government Networking Program – initial event held in December following the NW branch meeting. The initiative will deliver a series of professional development and networking opportunities, aimed at strengthening ties across the region's 	<ul style="list-style-type: none"> First event for 2020 held at Latrobe Council, with Gerald Monson, General Manager Latrobe and Kentish Councils sharing some of things he's learned while bringing two Councils together – the event was well received and well attended. The next events will be held in May, August and November. 	

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Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
			Local Government workforce and increasing collaboration.	
		Deliver regional events calendar through the events working group	<ul style="list-style-type: none"> Refer to EWG section under RFP. 	<ul style="list-style-type: none"> Major Events calendar on CCC website updated to reflect current event cancellations.
		Develop a shared services strategy to be endorsed by the Representatives	<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 proposal to another organisation. 	<ul style="list-style-type: none"> Final Shared Services Strategy tabled at February Representatives' meeting and endorsed; year one actions will inform 2020/21 Annual Plan development. Workshop with General Managers to be convened to consider year one actions to develop a plan to progress opportunities identified.

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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"> • 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 placements duration and getting heavily involved in the training – training was also supported by many local business guest speakers. 	<ul style="list-style-type: none"> • Mentoring of participants continuing. • Two participants have started working at Latrobe/Kentish, others have gained external apprenticeships, and some are now looking at going to TAFE. • The Latrobe/Kentish block has been the most successful because we were able to conduct the course and weren't restricted by NJL's lack of commitment to the project. • LC/KC's commitment and participation in the project made a huge impact on this block's success. • Final block of training completed for WCC. • One participant to start work experience with the WCC. • Final report underway.
3.5 Increase Member Council and external stakeholder communication	Increased stakeholder confidence.	Biannual attendance at Council workshops	<ul style="list-style-type: none"> • Devonport City Council • Waratah Wynyard Council • Circular Head Council • West Coast Council • Latrobe Council • King Island Council 	<ul style="list-style-type: none"> • Waratah Wynyard 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. Facebook content maintained including new 'Choose Cradle Coast' social media presence. 	<ul style="list-style-type: none"> LinkedIn and Facebook maintained. Monthly e-news maintained
		Continued radio, television and newspaper coverage	<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. RIF Launch. Coastal Pathway Launch. Council ASbA. 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. CEO interviewed on ABC Drive re: Coastal Pathway Launch. 	<p>The Advocate coverage:</p> <ul style="list-style-type: none"> Quoiba Saleyards CEO re-appointment Award Winning Tasmania Dung Beetles Electric Vehicle event Partnership with Seedlab <p>Radio/television coverage:</p> <ul style="list-style-type: none"> CEO spoke on 7AD with Martin Agatyn regarding Quoiba Saleyards. CEO spoke on ABC's Tasmanian Country Hour regarding Quoiba Saleyards.

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Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
			<ul style="list-style-type: none"> CEO interviewed by Darren Kerwin from 7AD re: LG ASbA program. CEO interviewed on ABC Drive re: CCA's involvement in Live Learn / UTAS Devonport Community Conversations initiative. 	
		Public presentations	<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 	<ul style="list-style-type: none"> CEO and Director, Andrew Wardlaw attended Northern General Managers Meeting to provide briefing on CCA.

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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"> 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. 	<ul style="list-style-type: none"> Quarterly Progress Report published on website, social media and emailed to owners and stakeholders.
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 right skills to achieve its purpose.	Develop learning and development plans for all staff		<ul style="list-style-type: none"> Staff capability assessment developed to inform annual performance appraisals and learning and development planning.
		Embed project management framework into business practices		<p>✓ Completed</p>
		Review Strategic Plan (2017-20 Corporate Plan)	<ul style="list-style-type: none"> Two strategic planning workshops held with Board. Commenced development of five-year draft Strategic Plan. Focus group meeting planned for February to 	<ul style="list-style-type: none"> Draft Strategic Plan presented at Representatives' meeting in February meeting. Strategic Plan finalised for Board approval in April prior to Representatives' meeting in May.

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Annual Plan Action	Long-term outcome	Key Deliverable	YTD Activity	Quarterly Activity
		Establish clear financial goals and continue to enhance and streamline financial reporting	<p>review and discuss draft Strategic Plan with representatives from Board, REDSG, NRM Committee, General Managers, the Chief Representative and Deputy Chief Representative.</p> <ul style="list-style-type: none"> Delivered dashboard reporting with first quarterly reporting for 2019/20. Continued to progress streamlined reporting initiatives. 	 Completed

Glossary of Acronyms and Abbreviations

ACWG	Arts and Culture Working Group	LG Pro	Local Government Professionals Tasmania
ARTC	Australian Regional Tourism Convention	MoU	Memorandum of Understanding
ASbA	Australian School-based Apprenticeship	NRM	Natural Resource Management
AUSRIVAS	Australian River Assessment System	NTDA	Northern Tasmanian Development Corporation
BAWG	Business Association Working Group	P&S	Pitt & Sherry
BCC	Burnie City Council	PCG	Project Control Group
CBB	CBB Contractors	PMP	Property Management Planning
CCA	Cradle Coast Authority	POPS	Protecting Our Productive Soils
CCCWG Choose	Cradle Coast Working Group	RALF	Regional Agriculture Landcare Facilitator
CCC	Central Coast Council	RANT	Regenerative Agriculture Network Tasmania
CCCMWG	Cradle Coast Cat Management Working Group	REDSG	Regional Economic Development Steering Group
CEO	Daryl Connelly	RET	Regional Employment Trials
CHC	Circular Head Council	REWG	Renewable Energy Working Group
CPA Australia	Certified Practising Accountant Australia	RFI	Request For Information
DA	Development Application	RFP	Regional Futures Plan
DCC	Devonport City Council	RFT	Request For Tender
DFAT	Department of Foreign Affairs and Trade	RIF	Regional Investment Framework
DoE	Department of Education	RLP	Regional Land Partnership
DoSG	Department of State Growth	RTO	Registered Training Organisation
DPIPWE	Department of Primary Industries, Parks, Water and Environment	SME	Small and Medium-sized Enterprises
DSS	Department of Social Services	SusAg	Sustainable Agriculture
EDA	Economic Development Australia	TICT	Tourism Industry Council Tasmania
ETWG	Education and Training Working Group	TCF	Tasmania Community Fund
EWG	Events Working Group	TCMP	Tasmanian Cat Management Plan
GFC	Giant Freshwater Crayfish	ToR	Terms of Reference
ILM	Investment Logic Map	UPC	UPC Renewables
KC	Kentish Council	UTAS	University of Tasmania
KIC	King Island Council	WCC	West Coast Council
LC	Latrobe Council	WG	Working Group
LG	Local Government	WWC	Waratah Wynyard Council
LGAT	Local Government Association Tasmania		