



Request for Tender: Development of 2021-2025 Regional NRM Strategies, Tasmania



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1. About Us: Cradle Coast Authority, NRM South, and NRM North

The Cradle Coast Authority, NRM South and NRM North are the three regional natural resource management (NRM) organisations in Tasmania, as established under the *Natural Resource Management Act 2002* (the Act). The organisations were established in March 2003 through a community-driven process in response to the Act and the Tasmanian Government's Natural Resource Management Framework.

The Act prescribes the functions of the organisation, which can be summarised as:

- identifying the region's natural resource management priorities;
- developing a regional plan to address these priorities; and
- facilitating the implementation of actions designed to enhance natural resource management in the region.

We achieve this through providing knowledge and information, engaging and developing community capacity, partnering and leveraging funds, and delivering strategic on-ground works.

The three NRM organisations are responsible for the planning, delivery and implementation of integrated NRM across Tasmania. We take a holistic approach to managing natural resources through identifying regional priorities and developing integrated NRM strategies that are based on sound scientific data. We work in partnerships with stakeholders to develop the best ways to protect, conserve and manage natural resources for future generations.

Further information about each organisation can be found at the following links:

- [Cradle Coast Authority](#)
- [NRM South](#)
- [NRM North](#)



Figure 1: Tasmanian NRM Regions

2. Project Background

Regional NRM planning is a core responsibility of NRM organisations across Australia. While the regional NRM strategies for each of the Tasmanian NRM regions are unique, they have the same core characteristics and objectives, namely:

- With the aim of sustaining the natural resource base for future generations, the plans take a long-term view into the future. They recognise that landscape change can be slow, but that clear guidance is needed on the priority actions that need to be taken now. The plans therefore also spell out intermediate objectives and clear pathways from the present to the future.
- The plans are highly integrative. They involve all land uses and their socio-economic values across their regional landscapes, and they consider the ecological interactions that influence natural resource outcomes. In this way the plans are distinguished from, but complementary to, those that deal with single industries, single issues or single natural resources.
- The plans are developed with broad stakeholder and community involvement so that they reflect local knowledge and aspirations and empower local communities to be involved.

The Tasmanian regional NRM strategies do not have statutory power or replace any current mechanism or policy relating to natural resource management, but instead seek to build partnerships between stakeholders and identify opportunities to inform and improve planning and management processes.

a) Legislative Requirements

In Tasmania, developing, maintaining and reviewing a regional NRM strategy is a legislative requirement under the Tasmanian *Natural Resource Management Act 2002*. The first regional strategies were developed in 2003, and updated in 2005, 2010, and 2015. In the most recent process, the three regions initiated a more collaborative approach to their strategy development process, working together to develop a common framework and to undertake engagement with stakeholders common to all three regions. Consequently, the current strategies have some similarities, however, the details of the prioritisation process and the specifics of the content differ between regions. The current strategies can be downloaded from the following links:

- [Cradle Coast Authority](#)
- [NRM South](#)
- [NRM North](#)

As required under the NRM Act, the three Tasmanian NRM organisations are required to undertake a review of their regional NRM strategies and prepare draft revised strategies by June 2021. The draft must fulfil the requirements of the Tasmanian Government (as set out under the NRM Act, the *Tasmanian Natural Resource Management Framework 2002*, in subsequent reviews, and as otherwise agreed).

b) Australian Government Regional Land Partnerships Requirements

In addition to meeting the requirements of the Tasmanian Government under the NRM Act, the three Tasmanian NRM organisations also have contractual NRM planning requirements. Each organisation is separately contracted as a service delivery partner for the Australian Government's National Landcare Program - Regional Land Partnership program in their respective management units (regions).

The regional strategy development process is also intended to incorporate the NRM planning requirements of the Australian Government’s Regional Land Partnerships program. In summary, these require each NRM organisation to revise an existing NRM Plan (or strategy) or develop a new NRM Plan to maintain the currency of natural resource management planning and the prioritisation of management actions at the regional scale to ensure:

- projects can be identified and appropriately scaled and scoped, are based on best available scientific, economic and social information, take into account the Australian Government investment priorities relevant to the region and consider emerging science and innovations, climate change impacts, and the views of the community; and
- projects will effectively contribute to the Australian Government five-year outcomes, including through identification and on-going prioritisation of management actions that support the delivery of these outcomes.

Full details of the Australian Government requirements for NRM planning are in **Appendix 1**.

c) A Collaborative Approach

The Cradle Coast Authority, NRM South and NRM North have agreed to work collaboratively to ensure a consistent approach to revising their regional strategies and have aligned their reporting timeframes. Draft strategies are required by June 2021 and final, approved products by December 2021.

3. Scope of Work Required

What do we need and why?

The three Tasmanian NRM organisations have undertaken a thorough review of their current regional NRM strategies. A consultant is now required to work with the three organisations to provide guidance and expert advice on the overarching strategy development process, including:

1. inform and tailor the development of the strategies, and assist with the drafting of the strategies;
2. a prioritisation methodology; and
3. a meaningful and coordinated stakeholder engagement process – particularly with stakeholders common to all three NRM regions.

This role will have a strong capacity-building focus, in that the three organisations also wish to develop their key staff in the area of strategy development and stakeholder engagement. The consultancy will provide the direction and support of the process at a state-wide level in the early stages of development (up to approximately eight months), enabling key NRM staff to further develop their respective strategies at a regional scale to meet Government requirements within their timeframes.

Tasks and Outputs

The three Tasmanian NRM organisations are seeking to engage a suitably qualified consultant, consultancy and/or consortium for the provision of professional services.

The following are the key deliverables required, with appropriate milestones to be established with the successful candidate and all elements completed by February 2021:

1. Strategy guidance and framework (approximately 50% of project costs)

- The consultant will provide guidance and inform decision making regarding the overarching approach to strategy development.

- In consultation with the three regional organisations, the consultant will develop a consistent and agreed framework for the three regional strategies. This will include the development of a template for the regional strategies, with guidance on key inclusions in each section to provide consistency across the regions in the drafting process.
- The consultant will provide guidance for reviewing the regional strategies in the future (particularly with respect to known and anticipated requirements from state and federal government), and capturing learnings from the process.
- The consultant will develop mechanisms and involve key staff in the process, to build strategic planning capacity within the organisations.
- The consultant will draft content for the regional strategies, as required.

2. Prioritisation methodology (approximately 20% of project costs)

- The consultant will review, identify and develop appropriate and accurate information to underpin prioritisation of long-term action on natural resource management.
- The consultant will develop a report detailing the methodology for the prioritisation and investment planning approach/es (to define regional NRM priorities).
- The consultant will work with the three regional organisations to build capacity in the proposed methodology and provide assistance in the application of the prioritisation methodology, particularly in terms of state-wide priorities.

3. Stakeholder engagement (approximately 30% of project costs)

- The consultant will develop and utilise a mixed-methodology approach to engage stakeholders, delivery partners and community.
- The consultant will consider past stakeholder survey work and information, where relevant (e.g. Institutional, Strategic and Environmental Scans Reports).
- The consultant will develop a report detailing the stakeholder engagement process and outcomes – ensuring best practice and innovative techniques for relationship development, connecting and working with stakeholders and communities, can be applied consistently across the state.
- The consultant will work directly with the organisations to provide guidance in best practice and innovative approaches to stakeholder engagement and provide on-the-job learning for stakeholder engagement.
- The consultant will facilitate stakeholder engagement with those stakeholders that operate across regional boundaries (e.g. state-wide and national organisations). The consultant is requested to provide an estimate on the approach and scale of engagement possible within the available budget.
- The consultant will lead the analysis and documentation of stakeholder engagement data.

4. Available Resources

The following resources would be made available to the successful consultant:

- Foundational planning, data, and analysis documents (including recent reviews of regional NRM planning documents in each region) for the current regional NRM strategies;
- An overarching project plan, including details of scope, timing, and budget;

- Geographic Information System data and mapping (mapping data available through the existing agreement between the Government of Tasmania and the three regional bodies); and
- Support from project and administrative staff in each region to assist with stakeholder engagement activities.

Project meetings and/or contact (by phone, email and/or in person) with the organisational representatives will be required at regular intervals throughout the project time-line to ensure that the project is progressing, and also to integrate any additional information or tools which become available.

5. Tender Requirements

Selection criteria

The successful consultant (or consortium of consultants) will have exceptional skills in stakeholder engagement and facilitation, a strong and proven track record in strategic planning and investment prioritisation, and familiarity with NRM principles, planning, funding programs and legislation.

Proposals from consultancies will be assessed according to the following criteria – assessment weightings will apply as indicated in brackets.

1. Merit of proposed methodology and understanding of the task and issues involved (25%)
2. A track record and relevant experience in conducting similar work – demonstrated experience and expertise in delivering strategic planning documents, particularly with respect to natural resource management (25%)
3. Stakeholder engagement expertise – understanding of and demonstrated experience in stakeholder engagement methodologies and facilitation. Experience with Tasmanian natural resource management stakeholders is of benefit (25%)
4. Value for money (20%)
5. Ability to conduct the work within the identified timeframe (5%)

Form of response

The tender should detail the proposed methodology to deliver the project, and include the knowledge and skills of the individuals proposed to conduct the body of work. Additionally, a detailed fee schedule is to be provided, with preference for a fixed fee proposal. The lowest cost proposal will not necessarily be the proposal accepted.

In addition to addressing the selection criteria, the tender should outline:

- previous relevant experience and qualifications;
- timeframe, capability to deliver, and proposed budget (including breakdown of professional fees, travel and accommodation expenses, and any other operating or administrative expenses exclusive of GST);
- the delivery methodology and any foreseen adjustments/additional work required including those related to the impacts of COVID-19 and constraints on social interaction, which may be apparent for the duration of this project (please explain why any additional work is proposed and itemise the additional costs for these separately);
- profile of the service provider, including a brief resume of personnel to be engaged in the consultancy, and any other information pertinent to quality assurance (this information can be included as an attachment);

- whether your business identifies as an Indigenous Enterprise and/or your business employs person/s that identify as Aboriginal who will be working on this project;
- declaration of any conflict of interest or risk of conflict of interest; and
- contact details for two referees.

6. Timeframe for Delivery

A draft of each regional NRM strategy is due by June 2021, with final drafts due for completion by December 2021. However, this project will need to be completed by February 2021.

7. Budget

The consultant's budget for this project is expected to be in the range of \$60,000-\$90,000.

8. Submission Date and Time

5.00pm, Sunday 31 May 2020

9. Address for Lodgement

Tender submissions should be forwarded to:

Cradle Coast Authority via email to: tenders@cradlecoast.com and clearly marked in subject as:
Tender Submission: Development of 2021-2025 Regional NRM Strategies, Tasmania

For postal submission please contact the Cradle Coast Authority admin team on admin@cradlecoast.com or (03) 6433 8400 for details (due to potential access issues to offices as a result of COVID-19 restrictions).

10. Key contacts

For further details please contact key staff at either of the three Tasmanian NRM organisations:

Cradle Coast Authority

Iona Flett, NRM Planning and MERI Coordinator
iflett@cradlecoast.com or 0417 579 550

NRM North

Andrew Baldwin, Water and Strategic Program Manager
abaldwin@nrmnorth.org.au or 0400 365 219

NRM South

Cindy Hull, Program Manager Environment
chull@nrmsouth.org.au or 0438 147 545

Appendix 1.

National Landcare Program – Regional Land Partnerships: Requirements for NRM Planning

The following excerpt details NRM planning requirements for the three Tasmanian NRM regions under Regional Land Partnerships.

4.2 Maintain the currency of natural resource management planning and the prioritisation of management actions

- a. The Service Provider must ensure appropriate and accurate information to underpin prioritisation of long-term action on natural resource management for the Management Unit is available to the Australian Government and the Community.
- b. As part of its obligations under clause 4.2(a), the Service Provider must:
 - i. maintain the currency of natural resource management planning and the prioritisation of management actions at the Management Unit scale to ensure:
 - A. Projects can be identified and appropriately scaled and scoped, are based on best available scientific, economic and social information, take into account the Investment Priorities relevant to the Management Unit and consider emerging science and innovations, climate change impacts, and the views of the Community;
 - B. Projects will effectively contribute to the 5-year Outcomes, including through identification and on-going prioritisation of management actions that support the delivery of the 5-year Outcomes;
 - ii. within 12 months of the Commencement Date (unless the Department agrees in writing to an alternative timeframe):
 - A. review any existing Natural Resource Management Plans for the relevant Management Unit for their consistency with the requirements in clause 4.2(c); and
 - B. provide a report on the review to the Department.
 - iii. within 36 months of the Commencement Date (unless the Department agrees in writing to an alternative timeframe), to ensure that the Natural Resource Management Plan(s) meets the requirements of clause 4.2(c), either:
 - A. revise the relevant existing Natural Resource Management Plans or material; or
 - B. develop a new Natural Resource Management Plan for the Management Unit; and
 - C. submit the revised or new Natural Resource Management Plan to the Department.
 - iv. where the Service Provider has determined that it is necessary to develop a new Natural Resource Management Plan for the Management Unit:
 - A. ensure that the new Natural Resource Management Plan complements, rather than duplicates, any existing Natural Resource Management Plans for the Management Unit; and

- B. address, in the new Natural Resource Management Plan, only those requirements under clause 4.2(c) that are not adequately addressed in an existing Natural Resource Management Plan for the Management Unit.
- c. The Natural Resource Management Plan(s) must:
 - i. identify and describe the 5-year Outcomes and Investment Priorities that are relevant to the Management Unit;
 - ii. describe stakeholder aspirations for natural resource management in the Management Unit, and where possible, how these align with the 5-year Outcomes and other relevant Australian Government priorities;
 - iii. identify and prioritise natural resource management actions based on knowledge of:
 - A. location and condition of natural resources, including the Investment Priorities;
 - B. threats to, or impacts on, natural resources;
 - C. prioritisation methods for determining the most cost-effective management actions, including decision support and spatial mapping tools; and
 - D. methodologies for assessing the effectiveness of management actions;
 - iv. identify how the delivery of Projects will contribute to 5-year Outcomes and Investment Priorities for the Management Unit;
 - v. identify how the Natural Resource Management Plan(s) will be implemented with comprehensive Community participation;
 - vi. identify Indigenous peoples' land and sea management aspirations for the relevant Management Unit, including how they relate to 5-year Outcomes, and strategies to prioritise and implement them;
 - vii. incorporate traditional ecological knowledge, where appropriate, in accordance with agreed protocols and with prior approval of the Indigenous custodians of the knowledge;
 - viii. describe key collaborations, for example between the Service Provider, industry and/or Community groups, for delivery of 5-year Outcomes;
 - ix. identify the monitoring and reporting processes in place and how they are utilised to measure the achievements and the effectiveness of the Natural Resource Management Plan(s); and
- d. include any other content relevant to the Service Provider's obligations under clause 4.2(a).
- e. The Service Provider must involve the Community, including the Indigenous community, in the development of a new Natural Resource Management Plan or revision of an existing Natural Resource Management Plan.
- f. The Service Provider must make the new Natural Resource Management Plan, or revised Natural Resource Management Plan, publicly available at no cost to the Community.