



CRADLE COAST AUTHORITY

Stronger Councils, Stronger Region

2019-20 ANNUAL PLAN PROGRESS REPORT

APRIL – JUNE 2020



2019-20 ANNUAL PLAN PROGRESS REPORT – Q4

Chair's Report

COVID-19 continues to negatively affect our region, mostly in economic and social terms, but the potential threat to our State and region's health is still currently very real and ever-present.

Our region was at the epicentre of the coronavirus outbreak at one stage and fortunately, this was managed quickly, as has the pandemic to date in Tasmania. Notwithstanding the sad loss of lives in the meantime, our political leaders, governments and various agencies at all levels, and our community have done a great job in difficult, unprecedented circumstances to minimise the negative health effects of the virus. Unfortunately, the economic and social toll has been considerable.

Just like our communities and their various Councils, CCA has sought to mitigate the economic cost of doing business on our nine Member Councils by taking pay reductions across the board, reducing service costs as much as possible and providing safe, amenable, working environments for our dedicated staff by implementing a comprehensive COVID-19 health and safety program. The Board is highly appreciative of our CEO Daryl Connelly's ongoing leadership and management during this difficult time and of the staff's goodwill and professional determination to provide the best services they can.

In the meantime, CCA's Natural Resource Management (NRM) Committee, and Regional Economic Development Steering Group (REDSG) - have been busy working on COVID-19 REGIONAL RECOVERY initiatives such as the Regional Restart Hub. At the same time, CCA continues to deliver on the quarterly and yearly targets related to the Futures Plan as outlined in this Report.

In spite of the trials facing our region, CCA joins with our Member Councils, State and Federal governments, business groups, training and education providers and our communities in general, to keep our region as safe as possible while doing all we can to keep our region working in every sense of the word. CCA is ready, willing, and able to work with our community to try new ways of doing business, supporting innovative ideas, and promoting the best ways of sharing our common resources – programs, services, and personnel.



The Hon. Sid Sidebottom

Chair

29th of July 2020

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



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CEO's Report

Our COVID-19 recovery efforts have been a feature of Quarter 4, with our [Regional Restart Hub](#) – encompassing free mentoring, the Cradle Coast Funding Finder and useful resources – being very well received. I'd like to take this opportunity to thank the more than two dozen professionals who continue to volunteer their time mentoring local businesses, clubs and not for profit organisations. I would also like to thank the University of Tasmania and CPA Australia, for the important role they have played in this initiative. Thanks are also due to The Advocate, who alongside the University, partnered with us to publish a series of '[Reimagining Our Region](#)' articles each Friday.

As always, this report provides a snapshot of many, but not all of the things we have been working on, and importantly, demonstrates with only a couple of exceptions (noted below), we have delivered on our 2019-20 Annual Plan. This is a credit to my team, the Board, our Committees and Member Councils as well as the many stakeholders who work with us. Thank you. The key deliverables that escaped us, were development of a Regional NRM Investment Prospectus and making a start on constructing farm vehicle washdown and effluent dumping facilities. The former will occur when we have made more progress on a new Regional NRM Strategy, and the latter is finally underway, after executing a funding deed with the Australian Government a couple of weeks ago.


We are now into delivering against our 2020-21 Annual Plan, which was endorsed by Member Councils with our [2020-25 Strategic Plan](#) in May 2020.

Another small but important change this quarter was the cessation of separate “Cradle Coast NRM” branding. Separate branding which artificially presented our NRM team and Committee as being separate from the rest of CCA, was the final barrier to a truly integrated organisation. The investment in the move towards full integration is starting to pay off, with plenty of good examples of our NRM, Economic Development and Strategic Services staff working together – watch this space.

Putting our [Regional Investment Framework](#) through its paces and publishing a list of Projects of Regional Importance for the first time, is an important milestone, and has generated a lot of interest from decision-makers in Hobart and Canberra, which is what it is all about.

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. In case you missed it, our [C-19 Business Impact Survey](#) results, also make for an interesting read.

Best wishes,



Daryl Connelly MBus

Chief Executive Officer

15th of July 2020

Summary of current projects and initiatives (for more details about our projects visit our website [here](#))

Project/Description	Funding provider	Duration
<p>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.</p>	Federal Government	2020 – 2023
<p>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.</p>	Federal Government	2019 – 2023
<p>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.</p>	Federal Government	2019 – 2023
<p>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.</p>	Federal Government	2019 – 2023
<p>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.</p>	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 partnership between CCA and industry 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, this 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 Member Councils working together to streamline and improve recruitment and selection practices to reduce 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 our Member Councils, schools and young people to navigate ASbAs. The project will increase the number of ASbAs within Member Councils, help Councils understand the 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 Member 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 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 Member 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 our Member 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. 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 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 Member 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	Status of Key Deliverable(s)
1.1 Support the implementation of the Regional Futures Plan (RFP)	<p><i>More jobs, better jobs.</i></p> <p>Regional Futures Plan is established as an effective overarching economic development framework for the region.</p>	<p>Establish an overarching governance framework:</p> <ul style="list-style-type: none"> Execute MoU with key agencies Execute Shared Service Agreements Establish 'Core Team' working arrangements 	<p>Shared Service Agreements supporting RFP MoU executed and Core Team working arrangements established.</p>		
		<p>Establish Regional Economic Development Steering Group (REDSG)</p>	<ul style="list-style-type: none"> Terms of Reference (ToR) finalised and REDSG appointed. Regional Investment Framework (RIF) reviewed and approved. Impact of COVID-19 on RIF considered. RIF submissions assessed and regional projects list considered. 	<ul style="list-style-type: none"> Presentation from UTAS Honours students and parliamentarians. Impact of COVID-19 on RFP goals considered. Updated Working Group action plans reviewed. Developed a regional recovery plan. RIF projects of regional importance list finalised and announced. 	
		<p>Establish Working Groups (WG), estimated:</p> <ul style="list-style-type: none"> Education and Training (ETWG) Renewable Energy (REWG) Business Association (BAWG) 	<p>All WGs established, with further discussion/planning re: Adventure Business Network. Activity in relation to each WG listed below.</p> <p>ETWG</p> <ul style="list-style-type: none"> Focus areas identified, Investment Logic Map (ILM) 	<p>ETWG</p> <ul style="list-style-type: none"> COVID-19 impacts on action plan considered. Briefing on CCA's ASbA Project. 	

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		<ul style="list-style-type: none"> Choose Cradle Coast - Retention & Attraction (CCCWG) Events (EWG) Arts & Culture (ACWG) 	<p>reviewed and project ideas generated and prioritised.</p> <ul style="list-style-type: none"> Retaining Older Workers and Young Adult Career Building Program scoped and developed for funding submissions. <p>REWG</p> <ul style="list-style-type: none"> Finalised ToR and action plan. Considered Energising Tasmania funding opportunities. Prepared draft PR/Communications Strategy and Investment Prospectus. Secured funding through Granville Harbour grants program to support Beacon Foundation schools pilot program. Beacon Foundation Growth Industry Preparation program delivered to two West Coast schools. <p>BANWG</p> <ul style="list-style-type: none"> Agreed to replace BANWG with an annual business summit, forum or workshop. Program developed for 2020 with initial options explored. 	<ul style="list-style-type: none"> Briefing from Burnie Industry Training Hub Coordinator, Damien Peirce. <p>CCCWG</p> <ul style="list-style-type: none"> Considered COVID-19 impacts on action plan. Ex-Cradle Coast resident survey questions developed. Presentation from Brand Tasmania's CEO, Todd Babiak. Considered Working Group involvement in Welcoming Cities project being adopted by Member Councils. <p>AWG</p> <ul style="list-style-type: none"> Considered COVID-19 impacts on action plan. WG agreed to progress the Creative Ageing Project using non-face-to-face methods, the design will be considered by artists involved, with suggestions provided by the WG. <p>EWG</p> <ul style="list-style-type: none"> Considered COVID-19 impacts on action plan. 	




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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
			<p>CCCWG</p> <ul style="list-style-type: none"> Developed population strategy guiding principles. Action plan developed. Workshop with Regional Australia Institute providing an overview of population and mobility trends along with factors to ensure migration is successful to assist development of attraction and retention initiatives and/or a strategy. Developed survey for ex-Cradle Coast residents around what will entice them back to the region, to inform future actions. <p>AWG</p> <ul style="list-style-type: none"> Action plan developed. Defined and scoped "Assets List" project. Development of Arts and Cultural assets list in the region underway. Provided feedback on BCC Museum and Art Gallery project. Submitted grant application for 2021 RANT funding. <p>EWG</p> <ul style="list-style-type: none"> Action plan developed. 	<ul style="list-style-type: none"> Discussions progressed with Events Tasmania on event data reporting. 	


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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
			<ul style="list-style-type: none"> Defined and scoped several project ideas, including Seniors Week idea from AWG. 		
		Develop Regional Investment Framework (RIF)	<ul style="list-style-type: none"> RIF developed, finalised and released. Initial project submissions assessed against the framework. Revisions to RIF considered considering COVID-19. 	<ul style="list-style-type: none"> Adjustments made to RIF around economic impact measures. Five new projects assessed against the RIF and list of initial regional projects developed. New project submissions discussed and considered by REDSG. 	
		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 for approval, ethics approval prepared. 	<ul style="list-style-type: none"> Literature review underway and ethics approval submitted and approved. Project launch and interviews commenced. Stakeholder engagement and data collection commenced. 	 In progress
		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. Information sessions held. Engaged with business groups and food procedures to promote the Network. Bootcamp in Burnie delivered for Seedlab participants. 	<ul style="list-style-type: none"> Promotion of businesses involved in Seedlab program undertaken on Facebook. Feedback on COVID-19 impacts on the network provided to the State Government. 	


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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		Initiate other Regional Futures Plan projects	<ul style="list-style-type: none"> • Masterclass scheduled and promoted. • Investigated Tasmanian Community Fund (TCF) funding to support workplace engagement and community wellbeing. • Background work completed to submit ETWG proposal on Retaining Older Workers and Young Adult Career Building Program to TCF for funding. • TCF funding application prepared and submitted. • Partnership established with COTA for Older Works program. • Recruited and selected two UTAS Honours students and two PhD candidates. • Developed collaborative projects supporting RFP goals with Swinburne University. 	<ul style="list-style-type: none"> • Launched Cradle Coast Funding Finder and delivered training for Core Team. • Regional Restart Hub developed, and Mentoring Program with CPA Australia and UTAS initiated. • COVID-19 business impact survey developed, analysed, and published. • Discussions with Swinburne University re: future career-building projects and unemployment systems research. • Planning completed for an action research project in career aspirations, grant application developed and submitted in June. • State Economic Development Meeting hosted by CCA - highlighting the RFP approach, Renewable Energy and Future Energy Hub. 	



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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
<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"> • Considered fencing requirements in consultation with Councils and TasRail. • Sulphur Creek to Penguin section progressed with TasRail. • Finalised Don to Leith section design. • Aboriginal Heritage consent obtained for Don River bridge DA submitted. • Milestone 2 achieved for Australian Government deed. <p>Latrobe to Ambleside</p> <ul style="list-style-type: none"> • Consultation with Property Services re: Crown Land. • DA submitted; Representations considered at the November Council meeting. • Planning applications considered, approved and issued by DCC and LC. • RFT advertised for construction and tender awarded. 	<ul style="list-style-type: none"> • Engaged with Business Events Tasmania and Office of the Coordinator-General to discuss RFP initiatives and collaborative opportunities. • Design drawings submitted to TasRail (Lillico Straight section of Don to Leith and Sulphur Creek to Penguin section). • Engaged with residents along Preservation and Penguin Roads. • Engaged with residents along Lillico Straight. • Final review of West Ulverstone design drawings before submission to TasRail. • Meet with TasRail. • Reviewed bridge options at the request of Ministers' office. 	




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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		Commence and manage construction	<ul style="list-style-type: none"> • Works commenced on Latrobe to Ambleside section. • Threatened species permits issued for the Latrobe section. 	<ul style="list-style-type: none"> • Third milestone reached for the Australian Government deed. • Arborists assessment commenced along Latrobe to Ambleside section. • Latrobe to Ambleside section construction commenced. • Further assessments of endangered species completed in Latrobe area in accordance with planning permit. 	
		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. 	<ul style="list-style-type: none"> • Revised milestones submitted to the Department and preliminary agreement reached. • New deed executed and second milestone achieved. 	

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
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 key stakeholders to discuss design, construction and management options. Budget estimate received for construction costs of Smithton washdown facility. 	<ul style="list-style-type: none"> Finalised and agreed on terms of payment and milestones for final deed. Final QA process by the Australian Government underway. 	
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 (ARTC) 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 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"> Episodes reviewed by CCA Management and submitted to the television network. Episodes delivered to Channel Nine and broadcasting commenced. 	<ul style="list-style-type: none"> Choose Cradle Coast video developed and delivered. All 26 episodes delivered to Channel Nine. 	

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	Status of Key Deliverable(s)
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.	<ul style="list-style-type: none"> ToR reviewed Scope of engagement activities developed, and potential makeup of stakeholders identified. 		
		Review 2015-20 Regional NRM Strategy, including identification of synergies with RFP and opportunities to collaborate with Councils.	<ul style="list-style-type: none"> Planning process completed. Strategy review commenced with a state-wide workshop held with NRM North and NRM South. Questionnaire developed and completed to facilitate review. Proposal developed to seek State and Australian Government support of state-wide approach. 	<ul style="list-style-type: none"> State-wide strategy development approach approved by the State and Australian Government. Request for Tender (RFT) developed for state-wide procurement. Working Group and Tender Assessment Panel established. RFT process completed and contract awarded. Delivery date confirmed with State Government (June 2021), along with KPIs and criteria for strategies. 	
		Develop a Regional NRM Investment Prospectus			Deferred

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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	<ul style="list-style-type: none"> All project reference groups established, and initial meetings took place. 		
		Develop Community Participation and Communication Plans	<ul style="list-style-type: none"> Plans developed and submitted to Australian Government for approval. 	<ul style="list-style-type: none"> Plans approved by Australian Government and implementation commenced. 	
		Deliver RLP and Regional Agricultural Landcare Facilitator (RALF) projects	<p>RLP Core Services</p> <ul style="list-style-type: none"> Aboriginal stakeholder meetings took place to assist in development of Indigenous Participation Plan. Completed MERI Plans for five approved RLP projects. Planning for Aboriginal Internship Program initiated. <p>Regional Agriculture Landcare Facilitator (RALF)</p> <ul style="list-style-type: none"> Established spring-active dung beetle colony, aiming to establish a new species in Tasmania (<i>Onthophagus vacca</i>). RALF and Sustainable Agriculture state-wide engagement commenced. Developed and launched an online PMP program. 	<p>RLP Core Services</p> <ul style="list-style-type: none"> Output reporting and Annual Report completed and submitted. <p>Regional Agriculture Landcare Facilitator (RALF)</p> <ul style="list-style-type: none"> Supported delivery of online PMP program. Supported SuSAg project activities, including erosion demonstration trial summary and design/development of soil acidification demonstration trial. Maintenance and conclusion of beetle trapping of spring-active dung beetles. 	 Ongoing through to 30 June 2023

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			<p>Protecting Our Productive Soils</p> <ul style="list-style-type: none"> Project agreements established with project partners. Various successful workshops and field days held with farmers. Soil acidification and Hillslope erosion trials developed and commenced. Data collection and monitoring methods established. <p>Coastal Saltmarsh Recovery in Robbins Passage and Surrounds</p> <ul style="list-style-type: none"> Finalised detailed project plan and budget for Australian Government approval. Contract for Services negotiated with key project partners. Landholders with substantial saltmarsh assets identified. Meetings held with key commercial stakeholders. Rice Grass control works completed for spraying season. 	<p>Protecting Our Productive Soils</p> <ul style="list-style-type: none"> Hillslope erosion Management Agreements negotiated with farmers. Mentoring and monitoring progressed with five farmers who have Soil Acidification Management Agreements in place. Hillslope erosion cover crop trials installed. Soil acidification trails established. Monitoring of multi-species cover crop for erosion control underway. Engagement with agri-business, agricultural education facilities, soil health professionals and farmers continued. <p>Coastal Saltmarsh Recovery in Robbins Passage and Surrounds</p> <ul style="list-style-type: none"> Site inspection of saltmarsh sites on VDL property at Woolnorth with potential saltmarsh parcels identified and mapped. 	

Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
			<p>Creating a Hooded Plover Stronghold on Three Hummock Island</p> <ul style="list-style-type: none"> • Baseline monitoring completed. • Non-toxic bait testing completed. • Survey of Hooded Plovers on the island obtained. • Project agreements established with project partners. • Baseline datasets established. • Reserve Activity Assessment form (including Environmental Management Plan) completed and submitted to PWS. 	<ul style="list-style-type: none"> • Site inspections of private landholding to identify covenant potential. • Annual Reporting for the Australian Government completed. 	
			<p>Giant Freshwater Crayfish (GFC) Recovery</p> <ul style="list-style-type: none"> • Commencement of Agriculture Project Coordinator, Fiona Marshall. • Project agreements established with project partners. • Social research commissioned. • Stakeholder engagement and landholder visits commenced. 	<p>Creating a Hooded Plover Stronghold on Three Hummock Island</p> <ul style="list-style-type: none"> • Further research conducted to respond to DPIPWE queries about the project plan. • Engaged archaeological consultant to complete Aboriginal Heritage Assessment. • Planning for July field trip took place. • Annual project reporting requirements completed, and project re-design commenced considering COVID-19 impacts and addition of Felixer devices. 	
				<p>Giant Freshwater Crayfish (GFC) Recovery</p> <ul style="list-style-type: none"> • Funding support guidelines finalised and distributed to landholders. 	



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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
			<ul style="list-style-type: none"> Priority areas identified and site inspections commenced. AUSRIVAS and GFC monitoring completed on three priority areas. <p>Rice Grass Removal from the Rubicon-Port Sorell Estuary</p> <ul style="list-style-type: none"> Initiated project establishments, negotiations with funding and project partners took place. Budget and implementation plan developed and submitted to Australian Government for approval. Pre-works on-site project briefing completed. Commenced community and stakeholder consultation. Commenced Rice Grass weed control work at Narawntapu NP. Weed control work completed for spraying season. 	<ul style="list-style-type: none"> Project work maps prepared, and detailed budget developed. Priority areas finalised. Project video completed and distributed. Annual project reporting requirements completed. <p>Rice Grass Removal from the Rubicon-Port Sorell Estuary</p> <ul style="list-style-type: none"> Aerial spraying permit progressed. Annual project reporting requirements completed. 	
2.3 Deliver on-ground NRM projects	Effective partnerships and diversified funding streams deliver successful regional	Deliver projects as determined by funding partners to address regional NRM priorities	<ul style="list-style-type: none"> Little Penguin Conversation Community Toolkit developed and submitted to DPIPW for sign off. 		



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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
	NRM priority projects.		<ul style="list-style-type: none"> Little Penguin Conservation Project completed, and final payment received. 		
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"> Represented TCMP at the Australian Institute for Animal Management Annual Conference in Darwin – project coordinator-presented project outcomes and engaged with cat management experts from around Australia to learn about innovative ways other Councils are approaching cat management. The three Regional Coordinators met with DPIPWE to discuss the Cat Management Amendment Bill 2019 and potential impacts on Councils. Cat Tracker Program developed and approved. Animal and human ethics approvals sought. 	<ul style="list-style-type: none"> Collaboration with three cat management facilities and two cat behaviourists on messaging for education campaign. Met with ZooDoo (Richmond) and Ten Lives to discuss the possibility of domestic cat exhibit, workshop development underway. Animal ethics approvals for Cat Tracker project plan finalised with DPIPWE. 	
		Develop and implement awareness and education programs	<ul style="list-style-type: none"> Education and awareness campaign developed and commenced, including letterbox drops, social media and state-wide public survey. 	<ul style="list-style-type: none"> TassieCat education and awareness campaign continued via print media which coincided with two 	

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
			<ul style="list-style-type: none"> Approvals received from Libraries Tasmania and Service Tasmania to display brochures. 	<ul style="list-style-type: none"> weeks of TV advertisements on Channel Nine. Several new brochures were developed and designed. TassieCat sponsored 'The Dog House', a program showing dog adoptions from a British dog shelter on WIN, which involved an eight-week advertising campaign on WIN. TassieCat Facebook competition had 900+ respondents increasing audience by 800 to 2,027. 	
		Assist Councils to develop policies and compliance programs in accordance with the TCMP	<ul style="list-style-type: none"> Presentation at DCC workshop. Progress report prepared providing a summary of the project for Member Councils. WG considered a proposal from Just Cats for the establishment of a Cat Management Facility in the region. 	<ul style="list-style-type: none"> Prepared outline for a Regional Cat Management Strategy. Supported CCC with cat trapping project. Increased advertising in Central Coast area to advocate keeping cats indoors. 	
		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. 	<ul style="list-style-type: none"> Reviewed and adjusted TCMP communications strategy to reflect 2020-21 targets. 	

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

Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
3.1 Attract, influence and manage private and public sector funding to achieve better regional outcomes	Improved long-term financial sustainability leading to increased value of CCA model to owners.	Develop and implement a stakeholder engagement plan to complement project level planning	<p>Refer to previous Annual Plan Progress reports for details:</p> <p>July – September 2019</p> <p>October – December 2019</p> <p>January – March 2020</p> <ul style="list-style-type: none"> • Communications and Engagement Strategy developed. • New and improved Annual Progress Reporting development and implemented. 	<ul style="list-style-type: none"> • Ongoing stakeholder engagement in accordance with plan. <p><i>Details of specific meetings / briefings / engagements listed elsewhere in this document.</i></p>	
		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. • Advocated for action re: Quoiba Saleyards on behalf of Member Councils. 	<ul style="list-style-type: none"> • Quoiba Saleyards. • RFP Projects of Regional Importance. 	
		Secure funding for relevant projects and strategic services initiatives	<ul style="list-style-type: none"> • Launched Cradle Coast Future Energy Hub, a partnership between CCA and Industry established to showcase Cradle Coast's future energy potential. • Finalised Teaming Agreement with TasNetworks 	<ul style="list-style-type: none"> • Developed and scoped projects to address climate change, with four grant applications submitted to the State Government. • Secured support from UTAS and CPA Australia for the 	


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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
			<p>to fund a dedicated economic development resource to coordinate activities of the Future Energy Hub.</p> <ul style="list-style-type: none"> • Future Energy Facilitator commenced. • MoU negotiated and finalised with Swinburne University which will see us collaborate on social impact initiatives. • Secured Skills Tasmania funding for Local Government ASbA program. • MoU negotiated and finalised with LGAT which will see us collaborate on initiatives such as training and advocacy. • MoU negotiated and finalised with EDA, which will see membership benefits extended to staff from Member Councils. 	<p>Regional Restart Hub and Mentoring Program.</p> <ul style="list-style-type: none"> • Regional Restart Mentoring Program developed and established. • Secured additional funding for NRM related project on King Island. 	


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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		Local Government Australian School-based Apprenticeship (ASbA) Program	<ul style="list-style-type: none"> Developed Stakeholder Engagement Plan for the Feb-Sep 2020 period. Engaged with stakeholders to understand and support ASbA 2020 applicants, including Skills Tasmania, DoE ASbA Unit, Australian Network Providers, and RTOs. Engaged with Member Councils considering ASbA in 2020 and provided information and assistance navigating the program. Signed up two ASbA Students. Developed and distributed ASbA survey to Member Councils. Commenced pathway mapping work with DoE ASbA Unit. 	<ul style="list-style-type: none"> Workforce data analysis templates developed and prepared in readiness for distribution to Member Councils. Workforce data collected from Member Councils and analysis commenced in preparation for individual Council and Regional Local Government Workforce Planning. Program developed in consultation with DoE ASbA Unit in preparation for next phase of project (ASbA 2021 recruitment/intake). 	 Ongoing through to 2021



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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
<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. 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'. Facilitated joint workshop for WWC, BCC and CHC to progress their Shared Services initiatives. 	<ul style="list-style-type: none"> Post COVID-19 Recovery discussions with UTAS. Circular Economy Recovery Planning with LGAT. CEO appointed to UTAS Tasmanian School of Business and Economics Advisory Board. Submission prepared for Premier's Economic and Social Recovery Advisory Council. Submission prepared for EPBC Act Review. Submission prepared for Rural Water Use Strategy. 	


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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
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"> Internal Audit Program proposal developed for WWC. 	<ul style="list-style-type: none"> WWC Internal Audit scope and engagement plan developed, with work commencing in June. 	
		Establish program of events for Local Government networking	<ul style="list-style-type: none"> Entered an MoU with LG Professionals Tasmania to jointly deliver the Cradle Coast Local Government Networking Program. The initiative will deliver a series of professional development and networking opportunities, aimed at strengthening ties across the region's Local Government workforce and increasing collaboration. Initial events held in December and March were well received and well attended. Future events planned and scheduled for May, August and November. 	<ul style="list-style-type: none"> Next event planned for August. 	



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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		Deliver regional events calendar through the events working group	<i>Refer to EWG section under RFP.</i>		
		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 the Representatives in November. • Discussions progressed with DPAC and others re: dashboard and performance reporting for Councils. • Submitted a shared payroll proposal to another organisation. • Finalised Shared Services Strategy tabled at February Representatives' meeting and endorsed; year one actions will inform 2020/21 Annual Plan development. 	<ul style="list-style-type: none"> • Year one actions reviewed and discussed with GMs considering COVID-19 impacts on Member Councils. • Two initiatives progressed: workforce analysis/planning (in conjunction with ASbA project) and review of telecommunications/productivity suites used by Member Councils to consider regional contract opportunities and other joint procurement methods. 	



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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
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. • 19 job seekers were put through two weeks of training followed by work experience with Member Councils. • Member Councils supported the project with 18 work experience placements, extending the placement durations and getting heavily involved in the training – training was also supported by many local business guest speakers. • Mentoring of participants continued. • Two participants started working at LC/KC and others have gained apprenticeships and/or are considering going to TAFE. 	<ul style="list-style-type: none"> • Several participants who completed work experience with Member Councils confirmed to have been offered further employment. • Final project report submitted and accepted by the Australian Government. 	
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 • Waratah Wynyard Council 	<ul style="list-style-type: none"> • Central Coast Council • Burnie City Council 	


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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		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. LinkedIn presence maintained. Monthly e-news maintained. 		
		Continued radio, television and newspaper coverage	<p>For copies of our Media Releases, publications and previous Annual Plan Progress Reports visit our website here.</p>	<p>The Advocate coverage:</p> <ul style="list-style-type: none"> Regional Restart Hub launch. Regional Restart Mentoring Program. Comment on regional recovery. Cradle Coast Funding Finder launch. Reimagining Our Region articles published. PhD research underway. <p>Radio/television coverage:</p> <ul style="list-style-type: none"> CEO interviewed by Pia Wursu from ABC radio and Martin Agatyn 7AD radio re: Regional Investment Framework. Various radio interviews re: Regional Restart Hub Mentoring Program. 	

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		Public presentations	<ul style="list-style-type: none"> Community information session – Smithton, Devonport and Ulverstone. CEO presented at Live Learn/UTAS Community Conversations initiative. CEO and Director, Andrew Wardlaw attended Northern GMs meeting to provide briefing on CCA. LG Professionals Tasmania Conference – panel discussion (RFP). 	<ul style="list-style-type: none"> CEO invited to participate in UTAS 'Tasmania Project' as a panellist. CEO invited to participate in EDA webinar 'Grant Giving and Grant Winning'. CEO invited to participate in Tasmanian Women in Agriculture Webinar. 	

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		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 Dyer, National Wind Farm Commissioner. 	<p>In addition to communication and engagement activities covered elsewhere in this document, briefings were provided to:</p> <ul style="list-style-type: none"> • Minister Roger Jaensch • Minister Guy Barnett • Senator Richard Colbeck • NRM North and NRM South CEOs • Gavin Pearce MP • Brian Mitchell MP • Senator Helen Polley • Senator Carol Brown • Senator Anne Urquhart • DPIPWE Assistant Secretary • Anita Dow MP • NTDC CEO • RDA Tas CEO • Huon Valley Mayor • LGAT Policy Director • Tasmanian Transport Association EO • TasRail CEO 	

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
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	Staff capability assessment developed to inform annual performance appraisals reviews and learning and development planning.	Staff capability assessments completed in conjunction with annual performance reviews.	
		Embed project management framework into business practices			
		Review Strategic Plan (2017-20 Corporate Plan)	<ul style="list-style-type: none"> Strategic planning workshops held with the Board. Development of five-year draft Strategic Plan. Focus group meeting held in February to review and discuss draft Strategic Plan with representatives from Board, REDSG, NRM Committee, General Managers, the Chief Representative and Deputy Chief Representative. Strategic Plan presented at Representatives' meeting in February prior to being finalised and approved by the Board. 	<ul style="list-style-type: none"> Strategic Plan approved by the Board and endorsed at Representatives' meeting in May. Strategic Plan year one goals informed development of 2020-21 Annual Plan and Budget. 	

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Annual Plan Action	Long-term outcome	Key Deliverable	Activity in previous quarter(s)	Activity this quarter	Status of Key Deliverable(s)
		Establish clear financial goals and continue to enhance and streamline financial reporting	<ul style="list-style-type: none"> Delivered dashboard reporting and continued to progress streamlined reporting initiatives. 		

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		