

# CRADLE COAST AUTHORITY

**Stronger Councils, Stronger Region**

# 2021

## ANNUAL PLAN PROGRESS REPORT

**JULY - SEPTEMBER 2020**



# 2020/21 ANNUAL PLAN PROGRESS REPORT – Q1

## Stronger Councils, Stronger Region

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### A message from the CEO

The first Quarterly Progress Report for the 2020/21 financial year shows that the team is off to a flying start. Details of last year's impact will soon be published in our Annual Report and made available on our website.


Our Coastal Pathway project, which spans the Latrobe, Devonport City and Central Coast municipalities, is progressing, and we continue to advocate for the additional funding required to make the Coastal Pathway a truly iconic tourism experience. Advocacy is an important part of our work, and centres around our [List Of Regionally Important Projects](#).

Last quarter, we signed a deed with the Australian Government, relating to their \$4m commitment for farm vehicle washdown and effluent dumping facilities. The planning stage of this important project, which will firm up the most suitable locations and facility types, is now underway.

All staff are predominantly field, or office based once again, with social distancing restrictions having eased. The cessation of separate "Cradle Coast NRM" branding marked the successful completion of our transition to a fully integrated business model in which our Economic Development, Natural Resource Management and Strategic Services staff working closely together for the good of the region. This unprecedented level of cooperation isn't isolated to staff, but has also been embraced by our Board, our Regional NRM Committee and our Regional Economic Development Steering Group, meaning our unique part of the world is serviced by a unique regional development organisation.

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

12 October 2020

### Purpose of this document

Outlining high-level actions designed to deliver on our 2020 - 2025 Strategic Plan, CCA's 2020/21 Annual Plan and Budget was endorsed by the Representatives in May 2020. 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. A condensed list of our [current projects](#) and initiatives can be found at Appendix 2. The current [List Of Regionally Important Projects](#) can be found at Appendix 3 and our 2020 – 2025 Strategic Plan (summary version) can be found at Appendix 4. Making this information publicly available is a show of our commitment to our Vision, Purpose and Principles.

### Our Vision and Purpose

**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 Principles

**Agile:** We adapt and refocus quickly and easily, in response to change.

**Collaborative:** We play to others' strengths and listen with the intent to understand and avoid duplication.

**Optimistic:** We see the best possible outcome and strive for that.

**Lean:** We use our resources wisely and keep things simple. If a longer meeting or document won't add value, we'll keep it short.

**Growth mindset:** We experiment, reflect, and innovate – we constantly ask ourselves "how can we do this better?".

**We take our responsibility as public administration professionals seriously:** We are committed to value for money, impact, and transparency, and we act with integrity, honesty, and respect.

# 1

## Continue to lead regional economic development, with Councils, and others, to make our region an even better place to live, work, visit, learn and invest

Strategic Intention	Annual Plan Action	Progress this Quarter
<p>1.1 Embed and establish the “Futures Plan approach” as the overarching economic development framework for the region, including:</p> <ul style="list-style-type: none"> <li>Ensuring the regional governance framework – a joined-up approach to economic development is effective</li> <li>Ensuring the Regional Investment Framework – a systematic approach to identifying and securing support for regionally significant projects works</li> </ul>	<p>Projects developed and implemented by Working Groups</p>	<p><b>Overall RFP highlights</b></p> <ul style="list-style-type: none"> <li>Investigated Regional Activators Alliance and NEDC20 Economic Development Conference.</li> <li>Mid-term RFP survey completed.</li> <li>Liaison with Tasmanian Women in Agriculture regarding possible support for circular economy forum in the CC region.</li> </ul> <p><b>ETWG</b></p> <ul style="list-style-type: none"> <li>Submitted Careers on the Coast funding application.</li> <li>Agreed to investigate greater careers counselling within schools.</li> </ul> <p><b>CCCWG</b></p> <ul style="list-style-type: none"> <li>Choose Cradle Coast website enhanced with Business Northwest case studies and Regional Australia Institute’s “MOVE” tool.</li> <li>Launched Jobs Board on CCA website and Business survey aimed at gathering information on local recruitment challenges.</li> <li>Core team reviewed of population &amp; migration strategy.</li> </ul> <p><b>REWG</b></p> <ul style="list-style-type: none"> <li>Developed Renewable Energy projects database.</li> <li>Commenced development of PR strategy.</li> </ul>

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## Stronger Councils, Stronger Region

Strategic Intention	Annual Plan Action	Progress this Quarter
		<b>ACWG</b>
	Implement the Regional Investment Framework - CCA publishes, identifies, and advocates for regionally significant projects	<ul style="list-style-type: none"> <li>• Commenced development of Arts and Culture asset register.</li> <li>• Sought funding for Creative Aging project through TCF, to build community intergenerational interaction through a workshop and display event in each council area in the lead up to Seniors week.</li> <li>• New project 'Jobs Transport Independence' added to the Regional Investment Framework.</li> <li>• Another application received.</li> </ul>
	Map the entrepreneurial ecosystem including the identification of gaps and opportunities (Swinburne PhD initiative)	<ul style="list-style-type: none"> <li>• Commenced candidate analysis and interviews.</li> <li>• Developed draft ecosystem map, to enhance collaboration.</li> </ul>
	Two PhD and two Honours students to commence projects (UTAS initiative)	<ul style="list-style-type: none"> <li>• Ethics approval received for UTAS Honours projects and interviews commenced.</li> <li>• Swinburne PhD candidate commenced interviews.</li> </ul>
	Continue to support food producers' network	<ul style="list-style-type: none"> <li>• Sought feedback from participants in Cultivate program.</li> <li>• Investigated TNT Cool Season Event as possible August 2021 event, to support farmers and food manufacturers.</li> <li>• Commenced promotion of 'Propagate 1' (online event featuring 15 speakers on developing value-added food products) through Food Producers Network and social media. Sought 67% discount for food producers in the region.</li> </ul>

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## Stronger Councils, Stronger Region

Strategic Intention	Annual Plan Action	Progress this Quarter
<p><b>1.2</b> <b>Develop an effective working relationship with the Regional Tourism Organisation, build on defined roles and collaborative work</b></p>	<p>Identify and implement options for collective work</p>	<ul style="list-style-type: none"> <li>• West by North West presented to EWG and discussed EWG project on data collection for events in region.</li> </ul>
<p><b>1.3</b> <b>Proactively attract investment to our region</b> <i>Note: no planned 'Annual Plan Actions' however, activity that aligns with this Strategic Intention will be included here.</i></p>		<ul style="list-style-type: none"> <li>• Secured funding from the Tasmanian Government to deliver Weed Action Fund (WAF) Grants, in partnership with NRM North and NRM South.</li> <li>• Secured and executed a Grant Deed for \$16,000 from the Tasmanian Government's Climate Research Grants to expand the PMP program to incorporate a valuable climate change tool for farmers.</li> </ul>

# 2 Continue to lead regional NRM, with Councils and others, to improve the environment

Strategic Intention	Annual Plan Action	Progress this Quarter
<b>2.1</b> Deliver exceptional Commonwealth and State Government funded NRM work to increase investment in the region through the implementation of a Regional NRM Strategy	Develop Regional NRM Strategy	<ul style="list-style-type: none"> <li>Commenced Strategy development liaising with State-wide Strategy Development Working Group (SSDWG), focusing on; overall strategy approach and engagement, and stakeholder analysis and NRM outlook.</li> <li>Developed and provided detailed Strategy guidelines to consultants and agreed on project roadmap.</li> </ul>
	Commence developing a Regional NRM Investment Prospectus	Nil
<b>2.2</b> Continue to deliver State and Federally funded NRM projects	Manage and deliver Regional Land Partnerships (RLP) Program, including: <ul style="list-style-type: none"> <li>RLP Core Services</li> <li>Regional Agricultural Landcare Facilitator (RALF)</li> <li>Protecting Our Productive Soils</li> <li>Coastal Saltmarsh Recovery in Robbins Passage and Surrounds</li> <li>Creating a Hooded Plover Stronghold on Three Hummock Island</li> <li>Giant Freshwater Crayfish (GFC) Recovery</li> <li>Rice Grass Removal from the Rubicon-Port Sorell Estuary</li> </ul>	<b>RLP Core Services</b> <ul style="list-style-type: none"> <li>Commenced engagement re: Aboriginal Traineeship which hopes to see Aboriginal community members working with us in NRM delivery whilst obtaining relevant qualifications in Conservation Land Management.</li> <li>Scoped and developed Project Work Order for new RLP Project, which will undertake foundational work to gain a better understanding of the distribution and habitat requirements of both the KI Scrubtit and KI Brown Thornbill building on previous work.</li> <li>Secured payments for 2019-20 RLP services that have been impacted by COVID-19, which will now be delivered in 2020-21.</li> </ul>

Strategic Intention	Annual Plan Action	Progress this Quarter
		<ul style="list-style-type: none"> <li>Commenced preparation of 2020-21 Quarter 1 RLP Output Reporting.</li> </ul> <p><b>Regional Agriculture Landcare Facilitator (RALF)</b></p> <ul style="list-style-type: none"> <li>Liaised and supported Property Management Plan (PMP) program participants.</li> <li>Presented online whole farm planning program to 12 TasTAFE agriculture apprentices.</li> <li>Liaised with Private Forests Tasmania, CSIRO and Forico regarding the potential for pyrethrum strip-cropping between trees on farms.</li> <li>Collected data and developed summary report for the demonstration trials.</li> <li>Hosted UTAS Agribusiness student, who spent a day in the field with CCA staff collecting data from a soil acidification demonstration trial at Arthur River.</li> <li>Represented CCA on the Tasmanian Agriculture Productivity Group (TAPG) Precision Agriculture expo organising committee.</li> <li>Coordinated state-wide RALF/sustainable agriculture meeting between CCA, NRM North and NRM South agriculture personnel and guests from the Department of Premier and Cabinet.</li> </ul> <p><b>Protecting our Productive Soils (POPS)</b></p> <ul style="list-style-type: none"> <li>Tested integrated contour mapping via an in-cab software on-site.</li> <li>Developed mini in-paddock demonstration trial for pasture improvement.</li> <li>Delivered cover crop workshop to 13 participants.</li> <li>Supported seven farms with soil amendment demonstration trials.</li> </ul>



Strategic Intention	Annual Plan Action	Progress this Quarter
		<ul style="list-style-type: none"> <li>Supported one commercial farm with hillslope erosion demonstration trial.</li> <li>Delivered effective nutrient budgeting workshop, involving 21 industry participants.</li> </ul> <p><b>Coastal Saltmarsh Recovery in Robbins Passage and Surrounds (CSR)</b></p> <ul style="list-style-type: none"> <li>Completed nine site inspection/visits to inform project establishment.</li> <li>Liaised with Tasmanian Land Conservancy regarding covenants on six properties.</li> </ul> <p><b>Creating a Hooded Plover Stronghold on Three Hummock Island (HP)</b></p> <ul style="list-style-type: none"> <li>Undertook a one-week field trip to Three Hummock Island and conducted Aboriginal heritage assessments, located previously tagged cats and setup monitoring cameras and rodent tracking sites.</li> <li>Facilitated a Technical Working Group meeting who endorsed the proposed approach to control feral cats.</li> <li>Completed rodent monitoring.</li> <li>Conducted annual Adaptive Management Analysis and developed annual plan.</li> </ul> <p><b>Giant Freshwater Crayfish (GFC)</b></p> <ul style="list-style-type: none"> <li>Produced quarterly newsletter and distributed to 200 recipients.</li> <li>Assessed first project proposal and landholder committed to rehabilitate and/or protect 2.6 kms of riverbank on the Inglis River.</li> <li>Completed 14 site inspection/visits and liaised with Private Forests Tasmania and Sustainable Timbers Tasmanian to inform project work.</li> </ul>

Strategic Intention	Annual Plan Action	Progress this Quarter
	Implement the Tasmanian Cat Management Plan	<ul style="list-style-type: none"> <li>• Responded to State and National media interest in project - Newspaper, radio and social media.</li> <li>• Prepared and executed Grant Funding Agreements with landholders involved in the project.</li> </ul> <p><b>Rice Grass Removal from the Rubicon Estuary</b></p> <ul style="list-style-type: none"> <li>• Produced Rubicon Rice Grass project Information Sheet and distributed.</li> <li>• Sought approval from PWS to commence treatment of Rice Grass in the Rubicon - Port Sorell Estuary from November 2020 to March 2021.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Liaised with DPIPWE, Ten Lives and Bruny Island Cat Management Project to develop annual plan.</li> <li>• Liaised with Ten Lives regarding possible sub-shelter in the region.</li> <li>• Received animal ethics and human ethics approval to undertake Cat tracker program.</li> <li>• Undertook additional advertising in the Central Coast area to reinforce the benefits of containment for cats during the cat trapping project.</li> <li>• Sought support from Member Council General Managers to develop a regional cat management strategy and developed draft for initial review.</li> <li>• Liaised with DPIPWE regarding the development of cat trapping guidelines for the public.</li> <li>• Launched Cradle Coast Cat Tracker project and responded to media interest in project.</li> <li>• Produced two TassieCat brochures focused on Cat-borne diseases.</li> </ul>

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## Stronger Councils, Stronger Region

Strategic Intention	Annual Plan Action	Progress this Quarter
	Deliver other priority projects, including: <ul style="list-style-type: none"> <li>• Smallholder property management</li> <li>• planning program</li> <li>• Develop community capacity building program</li> </ul>	<ul style="list-style-type: none"> <li>• Commenced development of community Participation project brief.</li> <li>• Provided support to local Dog's Breakfast events.</li> </ul>
<b>2.3</b> <b>Alter our business model, so some NRM capability can be maintained through core funding (i.e. Council contributions)</b>	Develop business case and explore further to include in 2021/22 planning	Nil
<b>2.4</b> <b>Provide greater coordination and support of Member Council NRM activities</b>	Council NRM staff across the region are engaged with CCA and other Councils	Nil

# 3

## Further integrate our NRM and economic development work and that of Councils, demonstrating leadership in sustainable development

Strategic Intention	Annual Plan Action	Progress this Quarter
<b>3.1</b> Develop greater cohesion and whole-of-business awareness within the Leadership Team and across staff more broadly	Embed the Leadership Team approach	An ongoing piece of work incorporated into everything we do. Good gains being made, with new whole of business approaches to cultural awareness training, funding applications and communications in this quarter.
<b>3.2</b> Mirror elements of the 'Futures Plan approach', including the Regional Investment Framework (RIF) and Core Team (as appropriate), in NRM	Council NRM staff across the region are engaged with CCA and other Councils	Nil
	Ensure the review of the RIF informs development of NRM Investment Prospectus	Nil
<b>3.3</b> Overcome the confusion between NRM and other organisational branding	Phase out standalone "Cradle Coast NRM" branding	Cessation of standalone "Cradle Coast NRM" branding.

# 4

## Ensure our new Strategic Services capability delivers for Councils

Strategic Intention	Annual Plan Action	Progress this Quarter
<p>4.1 Effectively implement the Shared Services Strategy and collaborative working arrangements</p>	Offer Internal Audit Program to Member Councils	<ul style="list-style-type: none"> <li>Completed Procurement, Contracting and Tendering Internal Audit for WWC.</li> <li>Developed Internal Audit proposal for WCC and commenced first engagement in September.</li> </ul>
	Continue to deliver Cradle Coast Local Government Networking Program in partnership with LG Professionals Tasmania	<ul style="list-style-type: none"> <li>Final event for 2020 scheduled and planned.</li> <li>2021 event dates proposed and agreed with Cradle Coast Branch President.</li> </ul>
	Continue to coordinate and promote regional events with the Regional Events Working Group	Events promotion largely on hold due to COVID. Gradually being reinstated as details of future events are firmed up.
	Work with General Managers to complete the analysis already commenced in relation to regulatory services	Postponed as per GMs request noting impacts of COVID. Agreed to complete action before 30 June 2021.
	Conduct an audit of policies and procedures across Councils to identify gaps and develop templates for Council use	Postponed as per GMs request noting impacts of COVID. Agreed to incorporate this action into 2021/22 shared services implementation plan.

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Strategic Intention	Annual Plan Action	Progress this Quarter
	<p>Explore shared service opportunities in Environmental Planning e.g. climate change (review climate plans for coastal Councils), lead implementation of zero plastics and other initiatives identified and agreed</p>	<p>Postponed as per GMs request noting impacts of COVID. Agreed to incorporate this action into 2021/22 shared services implementation plan.</p>
	<p>Work with General Managers to assess other opportunities categorised as 'facilitate' in the Shared Services Strategy and develop a detailed, costed implementation plan where applicable. Year one actions include:</p> <ul style="list-style-type: none"> <li>• Environmental Health under sub-regional arrangements</li> <li>• Parking, animal control and regulation</li> <li>• Shared IT environment to enable HR management</li> <li>• Review HR practices to implement standardised processes</li> <li>• Recruitment</li> </ul>	<p>Postponed as per GMs request noting impacts of COVID. Agreed to incorporate this action into 2021/22 shared services implementation plan.</p>

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## Stronger Councils, Stronger Region

Strategic Intention	Annual Plan Action	Progress this Quarter
<p><b>4.2</b> <b>Promote local government careers and help Councils with workforce development</b></p>	<p>Continue to deliver ASbA program, contributing to:</p> <ul style="list-style-type: none"> <li>• 15 ASbA placements with Member Councils</li> <li>• School-based pathway mapping for careers into local government</li> <li>• Forward identification of local government roles across Member Councils over five years</li> </ul>	<ul style="list-style-type: none"> <li>• Collected and analysed workforce data received from seven Member Councils.</li> <li>• Prepared and presented analysis to six Member Councils.</li> <li>• Prepared and presented regional workforce profile and insights at Representatives meeting in August.</li> <li>• Identified more than 200 suitable roles for ASbAs within Councils through workforce data analysis.</li> <li>• Identified and communicated 2021 recruitment timeframes with all Councils.</li> <li>• Prepared 2021 recruitment material and engaged with stakeholders.</li> <li>• As at reporting, seven ASbAs committed across CCC, WWC, BCC and CCA for 2021 recruitment drive.</li> </ul>
<p><b>4.3</b> <b>Plan, coordinate, facilitate, advocate and otherwise with, and act on behalf of Councils</b></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"> <li>• Completed initial Telecommunications review agreed by GMs involving data collection, analysis, and presentations to all Councils.</li> <li>• All Councils agreed to progress Mobile Phone Services and Microsoft Office 365 recommendations.</li> <li>• Commenced negotiations with Telecommunications vendors to explore opportunities at a regional scale.</li> <li>• Prepared and executed Shared Service Agreement with WCC to review/develop WC Visitor Information Centre Business Plan.</li> <li>• Evaluated several requests from Councils including LG Procurement Training, provision of energy audit services, online community notification platform (Snap, Send, Solve).</li> </ul>

# 5

## Achieve financial sustainability

Strategic Intention	Annual Plan Action	Progress this Quarter
<b>5.1</b> <b>Diversify revenue streams through effective business development and service delivery</b>	Identify investment priorities and funding streams through the development of regional plans/strategies e.g. Regional NRM Strategy and subsequent Investment Prospectus	Secured additional external funding for NRM activities and generated new revenue by providing internal audit and consultancy services to Councils.
<b>5.2</b> <b>Implement a Financial Management Plan to better withstand any financial shocks and inform decision making around Council Contributions</b>	Implement a long-term Financial Management Plan	Finalised draft Financial Management Plan with Audit and Risk Committee.
	Achieve financial KPIs as identified in Strategic Plan	Progress to be reported following quarterly financial reporting.



# 6

## Make the most of technology to improve organisational effectiveness and efficiency

Strategic Intention	Annual Plan Action	Progress this Quarter
<b>6.1</b> <b>Establish high levels of technological literacy among staff</b>	Learning and development plans identify and reflect technological literacy aims	Nil
	Maximise benefits and knowledge of current software solutions, i.e.: M-Files, Microsoft Office 365	Nil
<b>6.2</b> <b>Innovate through software and hardware adoption, both internally and externally</b>	Ensure software/hardware solutions are fit for purpose and lead the way to deliver best practice	Continued to progress development of a Client Relationship Management system across the business, using existing software.

# 7

## Become a global exemplar of regional development, local government collaboration, and public administration

Strategic Intention	Annual Plan Action	Progress this Quarter
7.1 Ensure we have the right people, skills, and processes	Deliver on internal process improvements and staff capability/training as per Strategic Plan	Nil
7.2 Develop a culture in which we all strive to get “world’s best” out of each other, supported by mentoring, peer coaching or consulting	Deliver against individual learning and development plans	Nil
7.3 Improve the way we measure and communicate the impact of our work	<p>Develop and implement communications and engagement plans</p> <p>Regular transparent and meaningful reporting to our owners and external stakeholders through:</p> <ul style="list-style-type: none"> <li>• Biannual attendance at Council workshops</li> <li>• Monthly newsletter and social media</li> <li>• Continued radio, television, and newspaper coverage</li> <li>• Public presentations</li> </ul> <p><a href="#">Visit our website here to view all our Media Releases.</a></p>	<ul style="list-style-type: none"> <li>• Implementation of project communication and engagements plans in progress.</li> <li>• Communications and Engagement Strategy reviewed with implementation continuing to progress.</li> </ul> <p><b>Continued radio, television, and newspaper coverage</b></p> <p><u>Radio:</u></p> <ul style="list-style-type: none"> <li>• Cradle Coast Cat Tracker Program, <i>ABC Tasmania</i></li> </ul> <p><u>Newspaper:</u></p> <ul style="list-style-type: none"> <li>• Little Penguins, <i>The Advocate</i></li> <li>• Quoiba Saleyards Forum, <i>The Advocate</i></li> <li>• Soil erosion, <i>The Advocate</i></li> <li>• Seasonal Cover Crops, <i>The Advocate</i></li> <li>• Weeds Action Fund (WAF), <i>The Advocate</i></li> </ul>

Strategic Intention	Annual Plan Action	Progress this Quarter
		<ul style="list-style-type: none"> <li>• Regenerative agriculture principles, <i>The Advocate</i></li> <li>• Cradle Coast Cat Tracker Program, <i>The Advocate and The Mercury</i></li> </ul> <p><b>In addition to communication and engagement activities covered elsewhere in this document, the following key stakeholders were engaged on various matters.</b></p> <ul style="list-style-type: none"> <li>• Nick Sherry</li> <li>• Roseanna Coombes, NRM North</li> <li>• Nepelle Crane, NRM South</li> <li>• Belinda Pratt, Office of the Coordinator General</li> <li>• Erin Cooper, ABC</li> <li>• Senator The Hon. Richard Colbeck</li> <li>• Gavin Pearce MP</li> <li>• David Pollington, UPC Renewables</li> <li>• The Hon. Jason Clare MP</li> <li>• Professor Robyn Eversole, Swinburne University</li> <li>• Rufus Black, Jim Cavaye, Lee Whiteley and Danielle Kidd, UTAS</li> <li>• The Hon. Peter Gutwein MP, Premier</li> <li>• The Hon. Jeremy Rockliff MP, Deputy Premier</li> <li>• The Hon. Leonie Hiscutt MLC</li> <li>• Peter Skillern, TFGA</li> <li>• Peter Cornish, Fruit Growers Tasmania</li> <li>• Senator Wendy Askew</li> <li>• Stuart Hollingsworth, Skills Tasmania</li> <li>• The Hon. Guy Barnett MP</li> <li>• David Pemberton, DPIPWE</li> <li>• The Hon. Rebecca White MP</li> <li>• Anita Dow MP</li> </ul>

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Strategic Intention	Annual Plan Action	Progress this Quarter
		<ul style="list-style-type: none"> <li>• Shane Broad MP</li> <li>• Mark Baker, Northern Tasmania Development Corporation (NTDC)</li> <li>• Sean Terry and Sophie Rowlands, Department of State Growth</li> <li>• Senator The Hon. Eric Abetz</li> <li>• Felix Ellis MP</li> <li>• Senator Jacqui Lambie</li> <li>• Tasmanian Community Fund Board</li> <li>• Hosted Quoiba Saleyards Forum</li> </ul>
<p><b>7.4</b> Provide thought leadership across our areas of capability and influence</p>	<p>Gear up to provide thought leadership from July 2021 through:</p> <ul style="list-style-type: none"> <li>• Identifying topics and opportunities</li> <li>• Establishing capacity and capability</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated 'Reimagining our Region Workshop' with the REDSG and Professor John Hewson AM.</li> <li>• Continued publishing 'Reimagining our Region' articles in partnership with the University of Tasmania and <i>The Advocate</i>.</li> </ul>
<p><b>7.5</b> Ensure knowledge and other project outputs are utilised and shared beyond the funding period; maintain corporate memory and deliver lasting value</p>	<p>Develop sound knowledge management practices through:</p> <ul style="list-style-type: none"> <li>• Effective records management</li> <li>• Ongoing website maintenance and management</li> <li>• Web portal development</li> </ul>	<p>Ongoing website maintenance and management to ensure project information and organisation-wide publications are up-to-date and accessible.</p>
<p><b>7.6</b> Embrace cultural diversity in our organisation and in the work, we do, including meaningful engagement with Aboriginal communities</p>	<p>Incorporate cultural awareness into induction processes</p> <p>Deliver against NRM Indigenous participation plan</p>	<ul style="list-style-type: none"> <li>• Cultural awareness training incorporated into Indigenous Participation Plan.</li> <li>• Cultural awareness included in induction processes.</li> </ul> <p>Consultation commenced around an Aboriginal traineeship.</p>

Strategic Intention	Annual Plan Action	Progress this Quarter
<p>7.7 Continue to deliver priority economic development projects</p>	<p>Build the Coastal Pathway improvements</p>	<ul style="list-style-type: none"> <li>Liaised with TasRail regarding issues and raised with Premier to gain support to resolve.</li> <li>Engaged consultant to complete detailed survey around Don Heads Road to establish rail boundary lines.</li> <li>Liaised with two landholders regarding possible purchase agreements.</li> </ul> <p><b>Sulphur Creek to Penguin section</b></p> <ul style="list-style-type: none"> <li>Received Landowner Consent from TasRail.</li> <li>Application submitted to CCC to obtain crown land consent to lodge DA</li> </ul> <p><b>Latrobe to Ambleside section</b></p> <ul style="list-style-type: none"> <li>100 m of Pathway poured for a total of 1000 m of footpath complete.</li> <li>275 m of rock embankment complete for a total of 865 m.</li> <li>Engaged consultant to provide information around the habits and sensitivities of the White Bellied Sea Eagle.</li> </ul>
	<p>Manage the establishment of farm vehicle washdown facilities</p>	<ul style="list-style-type: none"> <li>Evaluated quotes for feasibility study and drafted Contract for Services.</li> <li>Established Steering Group and hosted two meetings.</li> </ul>

# APPENDIX 1 - GLOSSARY OF ACRONYMS AND ABBREVIATIONS

## Stronger Councils, Stronger Region

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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
BCC	Burnie City Council	PCG	Project Control Group
CCA	Cradle Coast Authority	PMP	Property Management Planning
CCCWG	Choose Cradle Coast Working Group	POPS	Protecting Our Productive Soils
CCC	Central Coast Council	RALF	Regional Agriculture Landcare Facilitator
CCCMWG	Cradle Coast Cat Management Working Group	REDSG	Regional Economic Development Steering Group
CHC	Circular Head Council	REWG	Renewable Energy Working Group
CPA Australia	Certified Practising Accountant Australia	RFP	Regional Futures Plan
DA	Development Application	RIF	Regional Investment Framework
DCC	Devonport City Council	RLP	Regional Land Partnership
DPIPWE	Department of Primary Industries, Parks, Water and Environment	RTO	Registered Tourism Organisation
ETWG	Education and Training Working Group	TCF	Tasmania Community Fund
EWG	Events Working Group	TCMP	Tasmanian Cat Management Plan
GFC	Giant Freshwater Crayfish	UTAS	University of Tasmania
KC	Kentish Council	WAF	Weeds Action Fund
KIC	King Island Council	WCC	West Coast Council
LC	Latrobe Council	WWC	Waratah Wynyard Council
LG	Local Government		
LGAT	Local Government Association Tasmania		

# APPENDIX 2 - CURRENT PROJECTS AND INITIATIVES

## Stronger Councils, Stronger Region

For more details about our current projects visit our website [here](#).

Project/Description	Funding provider	Duration
<b>Coastal Saltmarsh Recovery in Robbins Passage and Surrounds</b> – 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
<b>Giant Freshwater Crayfish Recovery</b> – 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
<b>Protecting Our Productive Soils</b> – 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
<b>Creating a Hooded Plover Stronghold on Three Hummock Island</b> – This project will protect the threatened beach-nesting shorebird species, the Hooded Plover, on Three Hummock Island by working towards the eradication of feral cats from the Island, as well as controlling the invasive weed, Sea Spurge, and removing marine debris.	Federal Government	2019 – 2023
<b>Rice Grass Removal from the Rubicon-Port Sorell Estuary</b> – 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
<b>Regional Agriculture Landcare Facilitator (RALF)</b> – Working with farmers, industry and community groups to promote sustainable agricultural practices.	Federal Government	2019 – 2023

## APPENDIX 2 - CURRENT PROJECTS AND INITIATIVES

### Stronger Councils, Stronger Region

<p><b>Implementing the Tasmanian Cat Management Plan (TCMP)</b> – 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><b>Cradle Coast Future Energy Hub</b> – 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><b>New Farm Vehicle Washdown and Effluent Dumping Facilities</b> – 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><b>Food Producers Network</b> – 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
<p><b>Kickstarting Energy Careers on the West Coast</b> – 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><b>King Island Future Leaders Program</b> – 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



## APPENDIX 2 - CURRENT PROJECTS AND INITIATIVES

### Stronger Councils, Stronger Region

<p><b>Regional Employment Trials</b> – 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><b>Local Government Australian School-based Apprenticeship (ASbA) Program</b> – 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><b>Local Government Networking Program</b> – 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><b>Constructing the Coastal Pathway</b> – 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
<p><b>Weeds Action Fund</b> – The Tasmanian Weeds Action Fund (WAF) is a \$5 million State Government initiative. The funds provided will be invested with farmers and other community organisations to tackle weeds that are impacting valuable agricultural and environmental assets. CCA have partnered with NRM North and NRM South to deliver Stage Two of the fund over the next three years, the funds will provide a more strategic and targeted approach to tackling high priority weeds that affect agriculture and the environment to improve the productive value of land and protect our natural values.</p>	State Government	2018 - 2023

# APPENDIX 2 - CURRENT PROJECTS AND INITIATIVES

## Stronger Councils, Stronger Region

### 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.

# APPENDIX 3 – LIST OF REGIONALLY IMPORTANT PROJECTS

## Stronger Councils, Stronger Region

There are currently eight regionally important projects that have been submitted and accepted by our Regional Economic Development Steering Group (REDSG) under the [Regional Investment Framework](#). More details on the regionally important projects are available [here](#).

The REDSG, a business focussed, industry-led Committee of CCA, assesses submissions against the objectives of the Regional Futures Plan, which include more jobs, more training opportunities, a better lifestyle and overcoming social disadvantage. Businesses, community groups, peak bodies and other organisations can make a submission with assistance from the CCA team. Submissions are considered on a rolling basis.

In no particular order, the current project list includes:

- **Coastal Pathway Extension** – extensions and improvements to the Coastal Pathway, transforming it into an iconic tourism experience and increasing liveability. Up to \$32 million required.
- **Don River Railway upgrades** – a scenic railway from Devonport to Penguin and other Don River Railway upgrades, including a café and function centre. Building upon the existing Don River Railway tourism operation with the aim to capture overnight visitors by presenting a more diverse offering. Approx \$5 million required.
- **Mobile Phone Towers** – new mobile phone towers at Woolnorth and Togari, supporting business productivity, safety, and digital accessibility. Approx. \$2.2 million required.
- **World-class organic composting facilities** – supporting FOGO (food organics, garden organics) collection from 40,000 households and businesses. This project involves the construction of an organic waste composting facility in Devonport to process waste from the public and collected by local government Councils. Approx. \$6 million required.
- **Natural Resource Management Jobs** – 200 new land conservation jobs delivered through a “fair share” of a \$4 billion land conservation stimulus package proposed by NRM Regions Australia. Up to \$20 million allocated to our region would see people working on weed management, track work and other Natural Resource Management projects.
- **Battery Of The Nation and Marinus Link** - together these project will create thousands of jobs and enable delivery of low-cost, reliable and clean energy generation and storage providing benefits to the entire National Electricity Market – working to make the best use of Tasmania and Australia's renewable energy resources. CCA supports the Australian Government and State Government working with TasNetworks and Hydro Tasmania to progress these important projects. Battery Of The Nation approx. \$900 million. Marinus Link approx. \$3.5 billion.
- **Jobs Transport Independence Project** – developing transport independence for individuals to strengthen local labour markets. Approx \$1 million required.

# APPENDIX 4 - 2020 - 2025 STRATEGIC PLAN SUMMARY

## Stronger Councils, Stronger Region

**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'.

**Purpose:** To help Councils achieve regional outcomes and maintain strong local government, by working together.

### Principles

*We will achieve our vision by consistently acting according to our principles.*

We take our responsibility as public administration professionals seriously. We are committed to value for money, impact and transparency, we act with integrity, honesty and respect.

**Agile**

**Collaborative**

**Optimistic**

**Lean**

**Growth mindset**

We adapt and refocus quickly and easily, in response to change.

We play to others' strengths and listen with intent to understand and avoid duplication.

We see the best possible outcome and strive for that.

We use our resources wisely and keep things simple. If a longer meeting or document won't add value, we'll keep it short.

We experiment, reflect and innovate - we constantly ask ourselves "how can we do this better"?



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



A full copy of our Strategic Plan can be found here: <https://www.cradlecoast.com/cca/publications-media-releases/>

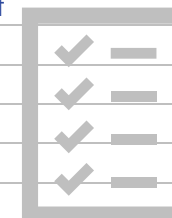
# APPENDIX 4 - 2020 - 2025 STRATEGIC PLAN SUMMARY

## Stronger Councils, Stronger Region





We will achieve our vision and purpose through the following strategies:

### Strategies

- 1 Continue to lead regional economic development, with Councils, and others, to make our region an even better place to live, work, visit, learn and invest
- 2 Continue to lead regional Natural Resource Management, with Councils and others, to improve the environment
- 3 Further integrate our NRM and economic development work and that of Councils, demonstrating leadership in sustainable development
- 4 Ensure our new Strategic Services capability delivers for Councils
- 5 Achieve a sustainable financial position
- 6 Make the most of technology to improve organisational effectiveness and efficiency
- 7 Become a global exemplar of regional development, local government collaboration, and public administration



We will seek and measure the following outcomes through key performance indicators (KPIs) to realise our vision:

	KPI	Year 5
 <b>People and Culture</b>	The leadership team is unified and unifying, providing collective leadership across the business.	<b>Yes</b>
	Increase the average staff rating across key capabilities, for example: alignment with our principles, technology adoption, productivity, project management.	<b>80%</b>
 <b>Internal Processes</b>	Increase efficiency by formally mapping and improving processes (i.e. continuous improvement).	<b>4</b>
	Project milestones – not just projects overall - are achieved on time and within budget.	<b>95%</b>
 <b>Member Councils and Funding Partners</b>	Number of regionally significant projects delivered.	<b>3</b>
	Increase the number of stakeholders who are at least 'satisfied'.	<b>90%</b>
 <b>Finance</b>	Deliver a small operating surplus to maintain financial sustainability.	<b>\$10k</b>
	Increase the proportion of non-Council revenue.	<b>75%</b>

KPIs identified using the Balanced Scorecard approach



People and Culture outcomes lead to continuous improvement

Efficiency of internal processes reduces cost and satisfies Member Councils and other Funding Partners

Satisfied Member Councils and other Funding Partners leads to financial sustainability

Performance on all levels satisfies stakeholders

