

CRADLE COAST
A U T H O R I T Y

Stronger Councils, Stronger Region

2021/22 – Q4

ANNUAL PLAN PROGRESS REPORT

APRIL TO JUNE 2022



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Stronger Councils, Stronger Region

A message from the CEO

Quarterly Progress Reports are intended to let the reader know how we are progressing against the Annual Plan developed for and approved by Member Councils each year.

Aside from 'Business As Usual' working on delivering NRM projects, progressing the Truck wash and Effluent Dumps across multiple sites, Coastal Pathways, and Committee Meetings, much of the focus of the past quarter has been on advocacy, lobbying, and engaging with multiple stakeholders. CCA's input is regularly sought by government, departments, consultants and developers to provide a regional perspective or to gather different perspectives from different councils on the potential economic, social or environmental impact of development on our region. We work hard to ensure that our responses are well researched, and the outcome of collaboration is appropriate.

It is important for CCA to be seen as a credible partner by all levels of government. In the lead-up to the Federal election, the Chair, the Chief Representative, the Deputy Chief Representative, and I invested considerable time briefing candidates from both major parties, as well as ensuring that all other candidates received the advocacy documentation and an invitation to meet and discuss CCA election priorities.

Recently we had the opportunity to meet with Minister Roger Jaensch and Minister Jo Palmer to discuss the work of the NRM team and seek both clarity and support in relation to current projects. We can now announce that we have bilateral sign-off on the NRM Strategic Plan with the official media launch planned for early August. It has been a long process, with a massive amount of work, but the end result is an outstanding plan with clearly defined priorities for the future. It has been a busy but highly productive time for the NRM team.

In the 2021 State Government budget CCA was allocated funds to establish Enterprize on the Northwest Coast. Pre-planning has been completed and the position has been advertised with interviews likely in early July. Alongside this process, CCA is working with UTAS on the establishment of a business incubator and innovation hub that will be housed in the new Makers Workshop and linked to our work on creating a multi-partner entrepreneurial ecosystem.

In April Jenny Donovan joined the CCA team in the role of Program Manager - Regional Planner. While noting it is a three-year project, the project already has considerable momentum with members of the group focussing on short-term improvements to the Regional Land Use Strategy.

REDSG is currently updating the Economic Development Action Plan and researching to update data on regional housing availability. This will be available early in the new financial year.

It has been a very productive quarter and for further information, please follow [Choose Cradle Coast](#) and [Cradle Coast Authority](#) on Facebook, and Instagram or [sign up](#) to receive our newsletter.

Best wishes,



Sheree Vertigan AM BA MEd

Chief Executive Officer

22 July 2022

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VISION, PURPOSE AND PRINCIPLES

CCA's Vision and Purpose are underpinned by our commitment to our fundamental Principles. These principles guide the way CCA conducts its business and how CCA delivers all its activities and services for the benefit of the 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.

AGILE

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

COLLABORATIVE

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

OPTIMISTIC

We see the best possible outcome and strive for it.

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"?




Stronger Councils, Stronger Region.



PURPOSE OF THIS DOCUMENT





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.

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	Activity this Quarter	Completion Date	% Complete	Status
1.1 Embed and establish the 'Futures Plan approach' as the overarching economic development framework for the region, including: <ul style="list-style-type: none"> Ensuring the regional governance framework – a joined-up approach to economic development is effective. Ensuring the Regional Investment Framework – a systematic approach to identifying and securing support for regionally significant projects works. 	Projects developed and implemented by Working Groups, CCA and Member Council Employees.	<ul style="list-style-type: none"> A second meeting was held at CCA with local government economic development officers. 	30 th June 2022	80%	
	Embed the Regional Investment Framework (RIF) approach – CCA publishes, identifies, and advocates for regionally significant projects.	<ul style="list-style-type: none"> REDSG received and is in process of assessing new RIF projects of significance applications. Review of regional housing completed. REDSG explored how to ensure the social impact of economic development will be appropriately addressed. 	30 th June 2022	75%	
	Map the entrepreneurial ecosystem including the identification of gaps and opportunities (Swinburne PhD initiative).	<ul style="list-style-type: none"> Mapping has been completed; Swinburne PhD student is currently completing the report. Recruitment of an Enterprize officer has been completed, role to begin. A second event has been scheduled at the Makers Hub. Utas PhD student is currently completing the approval process. 	30 th June 2022	80%	
	Continue to support the Food Producers' Network.	<ul style="list-style-type: none"> Seedlab Sisters an initiative for women's leadership in future Agri-food industries has commenced and several workshops hosted. 	30 th June 2022	90%	

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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
1.2 Develop an effective working relationship with the Regional Tourism Organisation, build on defined roles and collaborative work.	Identify and implement options for collective work.	<ul style="list-style-type: none"> CCA participated in the Regional Tourism forum hosted by West by Northwest Tourism group. Received payment from Cultivate Tasmania for the sale of content. 	30 th June 2022	45%	
1.3. Proactively attract investment to our region.	Continue to advocate for Tasmanian Government and Australian Government support for a new business grants program.	<ul style="list-style-type: none"> CCA CEO presented at the RDA Regional breakfast. Work continuing for the upcoming Cradle Coast Authority SEGRA conference to take place in August/September 2022, CCA is jointly hosting the national conference with Devonport City Council and Business Events Tasmania. 	30 th June 2022	60%	
	Continue to advocate for Tasmanian Government support to improve Regional Land-use Planning.	<ul style="list-style-type: none"> Jenny Donovan commenced work with CCA as Program Manager – Regional Planning, a working group has been established with the current focus on short-term improvements to the Regional Land-use Strategy. Discussions had with UTAS for a partnership to work with planning students on research as part of the Sustainable Development, Construction and Living project. 	30 th June 2022	60%	
	Explore the potential for a scheme that supports private sector investment in regional businesses.	<ul style="list-style-type: none"> Nil 	30 th June 2022	50%	

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

Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
2.1 Deliver exceptional Commonwealth and State Government funded NRM work to increase investment in the region through the implementation of a Regional NRM Strategy.	Finalise and publish the Regional NRM Strategy (2021 – 2030).	<ul style="list-style-type: none"> NRM 2030 Strategy formally approved by the Tasmanian and Australian Governments. All three state NRM bodies will officially launch strategies in August 2022. 	30th June 2022	95%	
	Develop a Regional NRM Investment Prospectus.	<ul style="list-style-type: none"> The Regional NRM Investment Prospectus will be developed after the finalisation of the NRM Strategy. The strategy has now been signed off by both State and Federal governments. 	30th June 2022	0%	
2.2 Continue to deliver Tasmanian Government and Australian Government Funded NRM projects.	Manage and deliver the Regional Land Partnerships (RLP) Program, including:				
	RLP Core Services.	<ul style="list-style-type: none"> Established the Australian Government funded statewide Soil Extension Program, in partnership with NRM North and NRM South. Existing team member, Nick Jamson, takes on the new role of Soil Extension Officer Two Australian Government funded threatened species grant projects were initiated, the projects focus on the King Island Brown Thornbill and Maugean Skate. These new initiatives have resulted in two new members joining the NRM team, Ben Correy as our Planning and Project Coordinator and Claire Jinnette as NRM Project Coordinator, with Sophie Oster joining 	30th June 2022	75%	




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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
		<p>KI Landcare Group under subcontract with CCA to deliver the KI project.</p>			
	Regional Agricultural Landcare Facilitator (RALF).	<ul style="list-style-type: none"> Delivered paddock workshop sessions for 24 TasTAFE apprentices and another for 13 commercial graziers both on Earthworms and Soil Health. Attended two Regional Agri-Food Knowledge Network advisory group meetings and the annual RALF conference. Trapped dung beetle colonies for beetle exchange. Received 2,500 winter-active Bubus bison dung beetles and established a captive breeding program. 	30th June 2022	80%	
	Protecting Our Productive Soils (PoPS).	<ul style="list-style-type: none"> Partnered with AgLogic and sourced additional funding to install six weather stations for soil moisture monitoring and access to local weather conditions. Provided Soil Health input in support of the Drought Hub. Presented Autumn Cover Crop program at Agriculture Innovation Expo and delivered a soil health workshop in Circular Head with 26 beef and dairy producers. 	30th June 2022	75%	
	Coastal Saltmarsh Recovery in Robbins Passage and Surrounds.	<ul style="list-style-type: none"> Opportunistic initial Rice Grass treatment completed at Howie Island. Project Reference Group Meeting held on a wide range of topics with various stakeholders. Monitoring day undertaken to look at core sampling for carbon content in saltmarsh areas. 	30th June 2022	80%	
	Creating a Hooded Plover Stronghold on Three Hummock Island.	<ul style="list-style-type: none"> The Felixer cat grooming traps continued working remotely during the last quarter. Analysis of the previous quarter's data revealed that five more cats were targeted by the Felixers, slowly reducing feral cat numbers on the island. 	30th June 2022	80%	

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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
	Giant Freshwater Crayfish Recovery.	<ul style="list-style-type: none"> Biannual meeting of GFC Reference Committee, chaired by CCA NRM. Annual GFC Newsletter produced and reviewed by Reference Committee, to be distributed early next quarter. Six compliance inspections were undertaken, and three properties have completed all their project implementation works. Journalist for Forty South Publishing accompanied Project Officer on on-site inspections to two properties with the aim of producing an article on the crayfish project. 	30 th June 2022	90%	
	Rice Grass Removal from the Rubicon-Port Sorrell Estuary.	<ul style="list-style-type: none"> Follow-up treatment completed in April around Port Sorrell and Squeaking Point with an additional 3 hectares of initial treatment completed at Squeaking Point. Field work component of the UTAS honours project was completed with CCNRM team members Nick and Iona assisting. Project Reference Group Meeting held on a wide range of topics with various stakeholders. Drone capabilities further explored with TasDrones. 	30 th June 2022	90%	
	King Island Scrubfit and King Island Brown Thornbill.	<ul style="list-style-type: none"> Initial habitat survey data provided and presented to the Department. Spring bird surveys to be completed in the coming months. 	30 th June 2022	90%	







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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
	Implementing the Tasmanian Cat Management Plan (TCMP).	<ul style="list-style-type: none"> Established the Cradle Coast Cat Management working group for the next phase of the project, and hosted the first working group meeting. Attended Hoarding Networking event in Hobart. Visited Bruny Island Cat Facility. Investigated additional mapping methods with Hobart City Council. Finalised work plan for the next 12 months. 	30 th June 2022	95%	
	Deliver other priority projects, including:				
	Threatened Species Strategy Action Plan - Priority Species Grants Australian Government	<ul style="list-style-type: none"> Successfully recruited for the two new threatened species projects, projects will commence in Quarter 1 22-23. 	30 th June 2022	25%	
	Continue to support the delivery of the Tasmanian Weeds Action Fund.	<ul style="list-style-type: none"> Attended state-wide gap-analysis workshop to help guide the next stage of the WAF program. 	30 th June 2022	75%	
	Develop Climate Change Property Management Planning Module.	<ul style="list-style-type: none"> The climate change-focused PMP module resources are available on the CCA website. 	30 th June 2022	100%	
	Deliver the Community Engagement Program.	<ul style="list-style-type: none"> June Cradle to Coastlines delivered with additional May event updates for subscribers. Community Capacity Small Grants Round 1: 8 out of 9 projects were completed, and 1 project was extended until Aug 2022. Round 2 applications close July 3 2022. Community Group Sponsorship successfully supported 11 NRM volunteers with First Aid training. Regular posts on the Cradle Coast NRM Facebook page on NRM projects, community education and awareness, and local NRM events and activities. 	30 th June 2022	75%	

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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
	Smallholder Property Management Planning (PMP) Program (part of the Community Engagement Program).	<ul style="list-style-type: none"> The Rural Living Round-up event has been postponed until later in 2022, due to the current Covid-19 situation. 	30 th June 2022	20%	
	Deliver a Cover Crop Extension Program	<ul style="list-style-type: none"> Nil 	30 th June 2022	0%	
	Develop and deliver an annual Marine Debris Clean-up Program in collaboration with Member Councils and industry partners.	<ul style="list-style-type: none"> Nil 	30 th June 2022	0%	
	Support a Sea Spurge co-investment pilot program.	<ul style="list-style-type: none"> Nil 	30 th June 2022	0%	
	Establish a program to support/facilitate Bushfire Preparedness across our Member Councils.	<ul style="list-style-type: none"> Project on hold awaiting outcome proposed re-allocation of funds. 	30 th June 2022	0%	
	Circular Head Roadkill Mitigation Project	<ul style="list-style-type: none"> NRM team scoping mechanisms for the establishment of a Devil Roadkill Mitigation Fund to facilitate on-ground action. 	Ongoing	10%	

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





Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
3.1 Develop greater cohesion and whole-of-business awareness within the Leadership Team and across staff more broadly.	Embed the Leadership Team approach.	<ul style="list-style-type: none"> The leadership team, admin team and staff meetings for 2022 have been scheduled. CCA CEO now participating in the NRM State leadership structure. Review of the CCA organisational structure to better integrate work processes. 	30 th June 2022	55%	
3.2 Mirror elements of the 'Futures Plan approach', including the Regional Investment Framework (RIF) and Core Team (as appropriate), in NRM.	Coordinate NRM collaboration across Member Councils.	<ul style="list-style-type: none"> Provided support and strategic services to member councils upon request. i.e., Circular Head Council initiatives. 	30 th June 2022	50%	
	Review the Regional Investment Framework – including possible incorporation of environmental sustainability criteria.	<ul style="list-style-type: none"> REDSG continues to assess incoming projects against the environmental sustainability criteria. 	30 th June 2022	70%	

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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
3.3 Ensure our economic development work is informed and improved by including NRM perspectives and vice versa.	Implement CCA's environmental policy.	<ul style="list-style-type: none"> CCA continues to implement changes for waste management. 	30 th June 2022	75%	
3.4 Support Aboriginal cultural tourism and agritourism.	Partner with the Regional Tourism Organisation on initiatives as opportunities arise.	<ul style="list-style-type: none"> Nil 	30 th June 2022	0%	

4 Ensure our new Strategic Services capability delivers for Councils.

Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
4.1 Effectively implement the Shared Services Strategy and collaborative working arrangements.	Continue to offer internal audit and other fee-for-service consulting to Member Councils.	<ul style="list-style-type: none"> Continued delivering services for WCC. Commenced evaluation of strategic services plan in preparation for the 2022/2023 financial year. 	30 th June 2022	50%	
	Continue to deliver Cradle Coast Local Government Networking Program in partnership with LG Professionals Tasmania.	<ul style="list-style-type: none"> Staff Members have attended LG Pro professional learning and network events. 	30 th June 2022	100%	
	Continue to coordinate and promote regional events with the Regional Events Working Group.	<ul style="list-style-type: none"> On hold pending implementation of agreed Regional Futures Plan changes following the two-year evaluation. 	30 th June 2022	0%	
	Explore shared service opportunities in Environmental Planning e.g., climate change (review climate plans for coastal Member Councils), lead implementation of zero plastics and other initiatives as identified and agreed.	<ul style="list-style-type: none"> Focus for 2022 is to identify regional environmental planning priorities in alignment with the new NRM Strategy. 	N/A	40%	

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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
	Conduct an audit of policies and procedures across Member Councils to identify gaps and develop templates for Council use.	<ul style="list-style-type: none"> Nil 	N/A	0%	
	Work with Member Council General Managers to assess other opportunities categorised as 'facilitate' in the Shared Services Strategy and develop a detailed, costed implementation plan where applicable.	<ul style="list-style-type: none"> Commenced evaluation of strategic services plan in preparation for the 2022/2023 financial year. 	30 th June 2022	10%	
4.2 Promote local government careers and help Councils with workforce development.	Continue to deliver the Australian School-based Apprentice (ASbA) program, contributing to: <ul style="list-style-type: none"> 15 ASbA placements with Member Councils. School-based pathway mapping for careers in local government. Identify the future local government roles required in Member Councils over five years. 	<ul style="list-style-type: none"> Project completed March 2022. 	15 th March 2022	100%	
4.3 Plan, coordinate, facilitate, advocate and otherwise with, and act on behalf of Councils.	Evaluate requests and opportunities and act on behalf of Councils where strategic alignment is achieved (to be determined based on needs).	<ul style="list-style-type: none"> Fee for service requests evaluated and responded to as required – currently under review. 	30 th June 2022	50%	





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5 Achieve financial sustainability.

Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
5.1 Diversify revenue streams through effective business development and service delivery.	Identify investment priorities and funding streams through the development of regional plans/strategies e.g., Regional NRM Strategy (2021–2030) and subsequent Investment Prospectus.	<ul style="list-style-type: none"> CCA had multiple Federal election promises, including a commitment of funds for the Cradle Coast Regional Digital Connectivity plan. 	30 th June 2022	50%	
5.2 Implement a Financial Management Plan to better withstand any financial shocks and inform decision making relating to Council Contributions.	Implement the long-term Financial Management Plan developed in 2020.	<ul style="list-style-type: none"> In process. 	30 th June 2022	50%	
	Achieve financial KPIs as identified in the Strategic Plan.	<ul style="list-style-type: none"> Ongoing. 	30 th June 2022	75%	
5.3 Explore fee-for-service revenue opportunities (e.g., providing project management and administrative services to organisations outside local government).	Nil – 2021-22 budget does not allow for increased capacity,	<ul style="list-style-type: none"> Discussions continue as part of the review of the Strategic Services plan and Letter of Expectations. 	N/A	20%	

6 Make the most of technology to improve organisational effectiveness and efficiency.






Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
6.1 Establish high levels of technological literacy among staff.	Employee learning and development plans identify and reflect technological literacy aims.	<ul style="list-style-type: none"> Planning for professional learning workshops in process. 	30 th June 2022	40%	
	Maximise benefits and knowledge of current software solutions, i.e., Microsoft Office 365.	<ul style="list-style-type: none"> CCA employees continue to explore all available Office 365 applications. 	30 th June 2022	100%	
6.2 Innovate through software and hardware adoption, both internally and externally.	Implement Microsoft Office 365 e.g., migrate records management to SharePoint and further adopt integrated Microsoft tools and platforms to continue to transform and enhance business practices.	<ul style="list-style-type: none"> Admin team undertaking tasks to efficiently organise SharePoint structure and archive redundant files. Increasing use of full Office 365 suite. 	30 th June 2022	80%	
	Continue to identify opportunities to improve monitoring and reporting using Power BI and other Microsoft tools.	<ul style="list-style-type: none"> Implemented the use of Office 365 applications for internal and external reporting and feedback. 	30 th June 2022	80%	

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

Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
7.1 Ensure we have the right people, skills, and processes.	Deliver on internal process improvements and staff capability/training as per Strategic Plan.	<ul style="list-style-type: none"> Review and evaluation of internal staffing roles and organisational structure to ensure increased efficiency and effectiveness. 	30 th June 2022	50%	
7.2 Develop a culture in which we all strive to get the 'world's best' out of each other, supported by mentoring, peer coaching and/or consulting.	Deliver against individual learning and development plans.	<ul style="list-style-type: none"> Performance reviews completed for all employees. 	30 th June 2022	100%	
7.3 Improve the way we measure and communicate the impact of our work.	Regular, transparent, and meaningful reporting to our owners and external stakeholders through: <ul style="list-style-type: none"> Biannual attendance at Council workshops. Quarterly newsletter and social media presence. Continued radio, television, and newspaper coverage. Public presentations. 	<ul style="list-style-type: none"> Board Chair, CEO and NRM staff attended council workshops. Social media presence and quarterly newsletters circulated. Meetings with political parties to discuss CCA Advocacy strategy were had before the Federal election. Follow-ups post-election with elected members. Features in local newspapers including The Advocate, Circular Head Chronicle and The Tasmanian Country. CEO keynote speaker and panel member at several Regional events. 	30 th June 2022	100%	




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Strategic Intention	Annual Plan Action	Activity this Quarter	Completion Date	% Complete	Status
7.4 Provide thought leadership across our areas of capability and influence.	Deliver NRM Community Engagement Program.	<ul style="list-style-type: none"> Ongoing information sharing, support and engagement for community NRM through links with Councils, volunteer groups, schools and other stakeholders. 	30 th June 2022	75%	
	Coordinate/deliver at least four public forums relating to topics of regional importance.	<ul style="list-style-type: none"> Planning for the upcoming Cradle Coast SEGRA conference. RDA Regional breakfast. Representative of CCA attended the Tourism conference. 	30 th June 2022	50%	
7.5 Ensure knowledge and other project outputs are utilised and shared beyond the funding period by maintaining corporate memory and delivering lasting value.	Develop sound knowledge management practices through: <ul style="list-style-type: none"> Effective records management. Ongoing website maintenance and management. Web portal development – develop and implement an online NRM portal. 	<ul style="list-style-type: none"> CCA website content updated regularly, ongoing maintenance to improve usability. Ongoing discussions with Communications Officer and NRM team to identify NRM portal needs, engaged with a web designer to complete NRM strategy digital launch. 	30 th June 2022	80%	
7.6 Embrace cultural diversity in our organisation and in the work, we do, including meaningful engagement with Aboriginal communities.	Deliver against NRM Indigenous Participation Plan.	<ul style="list-style-type: none"> Nil 	30 th June 2022	40%	
7.7 Continue to deliver priority economic development projects.	Build the Coastal Pathway improvements.	<ul style="list-style-type: none"> Construction on the Sulphur Creek to Penguin is underway. Tenders closed for the West Ulverstone section, tender panel has been formed with Council, CCA and independent members. Shortlisting is in process. 	30 th June 2022	75%	

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	Manage the establishment of farm vehicle washdown and effluent dumping facilities.	<p>Awaiting signoff of stage two of the grant deed by the new Federal Minister.</p> <p>Smithton</p> <ul style="list-style-type: none"> Business case has been approved by TasWater and additional funding sought by NRE and CCA. Preparation is underway to go to market subject to the sign off the Federal Department of Infrastructure. A public announcement is imminent. <p>Stanley</p> <ul style="list-style-type: none"> Stakeholder meeting to finalise ownership completed. Works subject to finalisation of MoU between partners and organisation of lease arrangements with TasPorts. <p>King Island</p> <ul style="list-style-type: none"> Nil <p>Minna Road</p> <ul style="list-style-type: none"> Development application is currently being prepared for submission to the Burnie City Council. 	30th June 2022	50%	
	Improve Renewable Energy Community Awareness by developing Renewable Energy career videos and online learning modules.	<ul style="list-style-type: none"> Development of video and online modules continued. 	30th June 2022	20%	
	Complete a feasibility study to establish a Carbon Offset and Biodiversity Program.	<ul style="list-style-type: none"> Nil 	30th June 2022	10%	

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Reporting against our Annual Plan Key Performance Indicators (KPIs)*

KPIs identified using the Balanced Scorecard approach







People and Culture outcomes lead to continuous improvement

The 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



	KPI	2021/22 Target	2021/22 YTD Actual
 People and Culture	The leadership team is unified and unifying, providing collective leadership across the business.	Yes	Yes
	Increase the average staff rating across key capabilities, for example: alignment with our principles, technology adoption, productivity, project management.	75%	N/A ¹
 Internal Processes	Increase efficiency by formally mapping and improving processes (i.e., continuous improvement).	4	1
	Project milestones – not just projects overall – are achieved on time and within budget.	85%	95%
 Member Councils and Funding Partners	Number of regionally significant projects funded.	1	N/A ²
	Increase the number of stakeholders who are at least 'satisfied'.	75%	N/A ³
 Finance	Deliver a small operating surplus to maintain financial sustainability.	\$5K	\$244k
	Increase the proportion of non-Council revenue.	70%	86%

¹ Measured / reported annually at end of each financial year

² Measured / reported annually at end of each financial year

³ Measured / reported annually at end of each financial year

*Review of KPI evaluation mechanisms and score.

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Summary of Current projects and initiatives	Funding Provider	Duration
<p>Regional Land Partnerships Core Services - The Core Services portion of the Regional Land Partnerships Program (RLP) is intended to enable the NRM groups to undertake NRM planning, project design, and Monitoring, Evaluation, Reporting and Improvement (MERI) activities. It also supports the community, including community groups, the Aboriginal community, and industry groups to participate in the delivery of RLP projects.</p>	Australian Government	2019 to 2023
<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>	Australian Government	2020 to 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>	Australian Government	2019 to 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>	Australian Government	2019 to 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>	Australian Government	2019 to 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>	Australian Government	2019 to 2023
<p>Regional Agriculture Landcare Facilitator (RALF) – Working with farmers, industry, and community groups to promote sustainable agricultural practices. This project includes the development and support of online Property Management Planning programs to help rural landholders better understand their property's assets, identify management limitations or problem areas, and protect the natural values which exist on their property.</p>	Australian Government	2019 to 2023
<p>Implementing the Tasmanian Cat Management Plan – This project supports the implementation of the Tasmanian Cat Management Plan (TCMP) through developing and implementing awareness and education programs to improve levels of responsible cat ownership across the region, assisting Member 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 Member Council employees.</p>	Tasmanian Government	2022 to 2026
<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 Tasmanian Government	2019 to 2022
<p>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>	Australian Government	2019 ongoing

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Summary of Current projects and initiatives	Funding Provider	Duration
<p>Food Producers' Network – This initiative will support start-up agritourism, food and drink businesses in the region, in partnership with the new food business incubator, Seedlab Tasmania. CCA will support the delivery of several business boot camps and masterclasses at Smithton, Devonport and between, which will form the basis of a Food Producers' Network.</p>	<p>Industry Australian Government Local Government</p>	<p>2019 to ongoing</p>
<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>	<p>Australian Government</p>	<p>2019 to 2021</p>
<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>	<p>Tasmanian Government</p>	<p>2019 to 2021</p>
<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>	<p>Industry Local Government</p>	<p>Ongoing</p>
<p>Constructing the Coastal Pathway – Jointly funded by the State and Australian 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>	<p>All three tiers of government</p>	<p>2019 to 2022</p>
<p>The Tasmanian Weeds Action Fund – The Tasmanian Weeds Action Fund is a \$5 million Tasmanian 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 three years (2020 – 2023). 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>	<p>Tasmanian Government</p>	<p>2018 to 2023</p>
<p>Defining and mapping habitat requirements to support the survival of King Island Scrubtit and Brown Thornbill – This project will aim to improve understanding of King Island Scrubtit and King Island Brown Thornbill populations and habitats to identify those locations, vegetation communities and/or habitat types considered important to the species' survival. The information will inform habitat descriptions, guide habitat retention and rehabilitation, and in doing so, provide increased certainty to landowners, regulators, and the community in the future.</p>	<p>Tasmanian Government</p>	<p>2020 to 2022</p>
<p>Online Property Management Planning (PMP) Climate Change Module – Funded by the State Government's Climate Research Grants Program, this project will see CCA develop an online module - 'What does climate change mean for my farm?' to complement our existing online PMP modules.</p>	<p>Tasmanian Government</p>	<p>2020 to 2021</p>

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Other ongoing Initiatives

- **Implementing the Regional Futures Plan (RFP)** – The Regional Futures Plan 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 Regional Futures Plan, the Regional Investment Framework provides a systematic approach to identifying and securing support for regionally important projects. The Regional Economic Development Steering Group will maintain a list of regionally important projects, reviewed, and published quarterly. The list was released in early 2020 and is updated constantly. 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 are marketed on behalf of Member Councils through CCA's new-look website and its Choose Cradle Coast social media channels. The Regional Events Working Group also aims to deliver other initiatives aligned with the Regional Events Strategy.
- **The Coasters** – Hosted by CCA and sponsored by the University of Tasmania 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 of Technology Partnership** – The Memorandum of Understanding (MoU) with Swinburne University of Technology'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 includes a co-funded PhD scholarship aimed at supporting the implementation of the Regional Futures Plan and the establishment of a Centre of Social Impact within CCA's premises.
- **Local Government Association of Tasmania (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 Regional Futures Plan.
- **Regional Restart Hub** – A partnership with the University of Tasmania, CPA Australia and CCA saw the Regional Restart Hub established as part of CCA's immediate response to the COVID-19 pandemic. Launched online to help businesses, clubs, community groups and not-for-profits recover from the impact of COVID-19. The Regional Restart Hub is a 'one-stop shop' for assistance and has three key features: free mentoring, Cradle Coast Funding Finder and practical tips, tricks, and checklists.

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Projects of Regional Importance

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.
- **Marinus Link and Battery of The Nation** – together these projects will create thousands of jobs and enable the 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.
- **Devonport Sound and Light Show** – install a unique tourism attraction and performance technology for local arts and cultural expression. Estimated cost \$3 million.
- **Table Cape Resort** - an internationally recognised luxury resort built at Table Cape, providing over 98 ongoing jobs with a total project cost of \$55 million.