



Natural Resource Management
in Northern Tasmania

NRM North Strategic Plan 2019-2023

Version: June 2019

Vision

NRM North will be the leading non-government organisation in natural resource management across Northern Tasmania

Guiding Principles

In our dealings, NRM North strives to:

Develop partnerships – foster partnerships that provide mutual benefit and deliver positive outcomes for the community and the environment

Promote quality engagement - act with integrity, be respectful, approachable, and participatory in our interaction with others.

Focus on outcomes – deliver lasting environmental outcomes that also support the community's social and economic needs

Foster innovation - create a culture of continuous improvement, creativity, and business excellence in program delivery

Support teamwork - continue to grow and foster a culture of openness, flexibility and teamwork

Build and share knowledge - build, maintain, and share natural resource management knowledge with partners and the broader community

Overview

In addition to ensuring a focus on effective delivery of current programs, the NRM North team has worked with the Management Committee to focus the organisation's activities on priority areas of the *Northern Tasmanian Natural Resource Management Strategy 2015 – 2020* where NRM North has a capacity to make a difference. The northern Tasmanian strategy was adopted by the Association at the 2017 annual general meeting and outlines a range of desired outcomes based on community consultation and stakeholder feedback. The aim of the strategy is to ensure all organisations, groups, and individuals have a blueprint for effective resource management in our region. The expectation is that together we will deliver on the strategy. With limited resources, it was imperative that NRM North review the strategy and identify the areas where we can leverage our expertise and funding opportunities to achieve real outcomes.

The Management Committee and staff embarked on an organisational strategic planning journey during the FY16/17 financial year to identify NRM North's priorities for delivery. The process is referred to as "*Strategy to Action*" and includes identification of priorities, program planning, implementation planning, identification of monitoring, evaluation, reporting, and improvement activities (MERI), and work planning for staff. The product is the *NRM North Strategic Plan* and includes four operational programs, and a corporate services program, with the following aims:

Land - To improve soil health, groundcover and minimise soil erosion in productive landscapes for improved profitability and sustainability

Water – To maintain and enhance ecosystem health of the Tamar estuary, and Brid and Georges catchments through water quality improvement

Biodiversity – To maintain and enhance landscape function for biodiversity, with a focus on protecting habitat for EPBC species and communities and Ramsar wetland values in Northern Tasmania

Aboriginal NRM – To build knowledge and capacity within the Aboriginal community to manage natural values on country and enhance awareness of Aboriginal cultural heritage in natural resource management

Corporate Services – To maintain a sustainable organisation that delivers strategic NRM results for the community and demonstrates best practice business management and governance

The Program Plans are summarised on the next pages and include a detailed program logic that identifies the key objectives over the next few years.

This document is available in electronic forms only and will not be paper published. The Strategy will be a "living, breathing" document that guides the organisation's work planning and reporting processes.

LAND PROGRAM PLAN

Program Aim:

Improve soil health and the adoption of best management practices in productive agricultural landscapes for improved profitability, sustainability, and resilience

The Big Picture:

Agriculture in the NRM North region is highly significant - the gross value of agricultural production in the region was estimated at \$600M in 2016/17. The sector is experiencing impacts due to climate change, irrigation expansion, and agricultural intensification, which are likely to change the agricultural sector over the next decade. There is an opportunity to work with the region's farmers to improve their capacity to meet opportunities and manage challenges to achieve higher levels of agricultural production and profitability through adoption of best practice farm environmental management.

Strategic Focus:

The strategic focus of the Land Program is to build the skills and capacity of the region's farmers to better manage soil health and promote the adoption of best management practices leading to greater resilience of the farming business, its people and resources.

Soil health has been selected as a strategic focus area as it is one of the foundations of productive and profitable agricultural enterprises and poor management can lead to both environmental degradation and economic losses. Our focus on soil health is considered a good investment that will help buffer the impacts that will confront the agricultural sector over the next few decades. Creating an awareness of practices and promoting adoption that lead to resilience of the farming business, its people and resources, is critically important as farmers are faced with increasing economic, social and biophysical pressures such as climate change. Supporting farmers to enhance resilience and manage these increasing pressures is a priority of the Land Program.

The target issues and assets that NRM North will focus on between 2015-2025 are:

- Increase farmers' adoption of best management practices across the region;
- Increase farmers' adoption of practices that reduce hillslope erosion, soil acidification and increase soil carbon;
- Increase farmers' awareness of practices that reduce wind erosion, soil compaction and salinity; and
- Increase farmers' resilience against economic, social and biophysical pressures.

Program Delivery

The primary delivery method for the Land Program is through extension of advice and information to the region's farmers on best management practice of productive agricultural soils. The Program conducts extension through media, training workshops, awareness-raising and demonstration events, conducting farm trials and by maintaining supportive relationships with farmer discussion groups. The Program takes a partnership-based approach in delivering these activities to leverage better outcomes than our limited resources would otherwise deliver alone. In addition, NRM North aims to leverage our network and activities to feed into industry programs. Thus, building and maintaining relationships with a broad range of stakeholders in the agriculture industry is essential.

20-year Vision Statement 2015-2035	10-year Goals 2015-2025	Strategies leading to outcomes	Measures of Success
<p>By 2035, the region's commercial farmers are profitable and sustainable and are adopting new and best management practices on farm to improve soil health in productive landscapes.</p> <p>LAND</p>	<p>Commercial farmers in the northern region are aware of new or cutting-edge management practices or technology.</p>	<p>Conduct extension and communicate messages on new and innovative practices where gaps are identified in service delivery.</p> <p>Leverage partnerships and relationships to facilitate the farming community's access to new or emerging agricultural technology.</p> <p>Promote and assist in the delivery of allied events, extension and communication – including the Tasmanian Agricultural Productivity Group's annual Precision Ag Expo.</p>	<p>The number of commercial farmers who have gained an awareness of new or cutting-edge practices through NRM North supported activities.</p>
	<p>Commercial farmers have adopted practices to reduce the risk of soil and nutrient loss from hillslope erosion.</p>	<p>Conduct on-ground demonstration trials and extension activities to increase adoption of hillslope erosion controls in the target areas of Deloraine and Scottsdale leading to adoption of improved practices by 50 vegetable growers.</p>	<p>The number of vegetable growers in the target areas that have adopted improved practices relating to hillslope erosion.</p>
	<p>Commercial farmers are aware of practices to reduce the risk of soil acidification and practices to maintain or increase soil carbon inflows.</p>	<p>Engage 60 graziers in the target areas of Waterhouse and Flinders Island to increase awareness and knowledge of soil acidification through on-ground demonstration trials, extension, and leveraging partnership and relationships to increase the reach of NRM North supported activities.</p>	<p>The number of graziers or grain producers in the target areas that have an increased awareness and knowledge of practices to reduce soil acidification and increase soil carbon inflows.</p>
		<p>Engage 70 grain producers in the target area between Westbury to Ross to increase awareness and knowledge of soil carbon inflows through on-ground demonstration trials, extension, and leveraging partnership and relationships to increase the reach of NRM North supported activities.</p>	
		<p>Engage 70 graziers in the target areas of Westbury, Tamar, Fingal and Northeast to increase awareness and knowledge of soil carbon inflows through on-ground demonstration trials, extension, and leveraging partnership and relationships to increase the reach of NRM North supported activities.</p>	
	<p>Commercial farmers in the region have improved awareness of management practices to reduce wind erosion, soil compaction, and salinity.</p>	<p>Work with key industry networks, support partners, and leverage relationships to assist in delivering extension, events and projects to facilitate improved awareness of issues and best practices to reduce wind erosion, soil compaction, and salinity, including the use of vegetation and groundcover management on farm.</p>	<p>The number of commercial farmers with an improved awareness of practices to reduce wind erosion, soil compaction, and salinity.</p>
	<p>Commercial farmers in the region are aware of resources, tools, and practices to improve resilience in the face of economic, social, and biophysical pressures and challenges.</p>	<p>Include cost benefit analysis in the delivery of NRM North trials and extension programs to demonstrate impact on profitability.</p>	<p>The number of commercial farmers with an improved understanding of resources, tools and practices to improve agricultural business sustainability and biosecurity.</p> <p>The improvement in biodiversity condition on farm because of project engagement and the number of farmers engaged in practice change.</p>
		<p>Leverage partnerships and relationships to promote service providers who offer business planning, succession planning, flood-, fire-, drought- or climate-adaptation planning services, resources & tools.</p>	
		<p>Provide incentives and encourage commercial farmers to conserve and enhance biodiversity on farm through the establishment of shelterbelts, protecting remnant vegetation, and revegetating land to increase resilience to social and biophysical pressures, and improve or protect market access opportunities</p>	
		<p>Provide support to existing groups conducting extension and awareness-raising activities for farm biosecurity.</p>	

BIODIVERSITY PROGRAM PLAN

Program Aim:

Maintain and enhance landscape function for biodiversity, with a focus on protecting habitat for EPBC species and communities and RAMSAR wetland values in Northern Tasmania

The Big Picture:

The NRM North region comprises approximately 60% natural landscapes which support native species, communities and ecosystems that have experienced minimal human impacts. These biodiversity-rich natural landscapes are highly valued by the community for their intrinsic value and the way that they characterise Tasmania and the sense of place for our communities. They also underpin much of our economy, and are of high value to Tasmania's growing tourism industry. The biodiversity values within our natural landscapes are under increasing threat from habitat loss and modification from changing land use and development pressures, weeds, pests and diseases, climate change, and natural disasters such as floods, drought and fire. There is an opportunity to work with both public and private land managers to implement on-ground action and to support policy and planning initiatives to buffer the impacts of these threats and pressures on our biodiversity.

Strategic Focus:

The Biodiversity program aims to protect and enhance native habitat and landscape function, with a focus on high value natural assets including threatened species and ecological communities, endemic species and Ramsar wetland sites. The priority natural assets and associated actions have been selected based on NRM North's capacity to achieve long term positive outcomes by increasing community awareness and involvement and working with a range of partners across land tenures.

The target biodiversity assets NRM North will focus on between 2015-2025 include:

- Tasmanian endemic species such as Black Gum forest (*Eucalyptus ovata-Callitris oblonga*), Davies Wax Flower and the Golfer's Leek Orchid;
- Nationally listed species and communities including Coastal Temperate Saltmarsh, Spotted Tailed Quoll, Giant Freshwater Lobster and Eastern Barred Bandicoot; and
- Ramsar sites including Little Waterhouse Lake, Flood Plain Lower Ringarooma River, and Logan Lagoon.

Program Delivery

The Biodiversity program is delivered through a range of mechanisms. These include a mix of: providing funding incentives to landholders to protect areas of remnant vegetation and to enhance connectivity, managing the threat of habitat-altering weeds, informing or participating in policy and planning at a local, regional and state-wide level, and working in partnership with community groups and government bodies to monitor target species and invest in on-ground activities for biodiversity outcomes. Key partners in program delivery include landholders, State Government Department of Primary Industries Parks, Water and Environment, community groups, and local councils.

20 year Vision Statement 2015-2035	10 year Goals 2015-2025	Strategies leading to outcomes	Measures of Success
BIODIVERSITY	A community that recognises the value of biodiversity and has the knowledge and capacity to protect and enhance priority natural assets	Community knowledge and awareness of Tasmania’s biodiversity and threatened species is increased, and the community is engaged in protecting and monitoring biodiversity and threatened species	<ul style="list-style-type: none"> • New or updated policy and planning instruments at a local, regional and statewide level improve their approach to biodiversity conservation • The number of partnerships and agreements in place with agencies and peak bodies • Continued participation of the community in NRM North sponsored events and projects • The reach of community awareness campaigns
		Active partnerships with agencies and peak bodies result in improved management of threats to key natural assets and high value conservation areas.	
		The community is aware and educated about the threats posed by new and existing pests and diseases and are informed about their identification and management	
		Policy and planning at a regional and state level adequately reflects biodiversity conservation objectives	
	Secure viable wild populations of threatened Tasmanian endemic species	Threats to the Black Gum forest <i>Eucalyptus ovata-Callitris oblonga</i> ecological community in the St Pauls River area are managed.	<ul style="list-style-type: none"> • Number of species and communities with targeted actions undertaken to reduce threats • Number of species with populations maintained or improved
		Priority actions are implemented to secure EPBC-listed, Tasmanian endemic species with limited ranges	
	Maintain or enhance the resilience of nationally listed threatened species or communities with an initial focus on: Coastal Temperate Saltmarsh, Spotted-Tailed Quoll, Giant Freshwater Lobster and Eastern Barred Bandicoot	Eastern Barred Bandicoot and Spotted-tailed Quoll populations are enhanced by protecting key areas of habitat and improving habitat connectivity, with a focus on Westbury, St Marys, West Tamar	<ul style="list-style-type: none"> • Area of habitat protected or enhanced • Demonstrated improvement in habitat connectivity for target species in target geographies • Number of actions implemented from Recovery Plans or other key documents
		Recovery Plan actions are implemented to contribute to protection of the Giant Freshwater Lobster in north-eastern catchments (Pipers, Brid, Great Forester and Boobyalla)	
		Threats to areas of Coastal Temperate Saltmarsh ecological community in the Tamar, Brid, Tomahawk, and Little Musselroe estuaries are managed	
		Threats to nationally listed shorebirds in the North-East of Tasmania are mitigated	
	The ecological character of Little Waterhouse Lake, Flood Plain Lower Ringarooma River, and Logan Lagoon Ramsar sites is maintained or improved	Identified threats to ecological character, including catchment water quality impacts, weeds and inappropriate access are mitigated for Little Waterhouse Lake and Flood Plain Lower Ringarooma River Ramsar sites.	<ul style="list-style-type: none"> • Number and area of identified threats managed • The integrity and enhanced connectivity of native habitat adjacent to Ramsar sites
		Develop a catchment to coast corridor for Little Waterhouse and Logan Lagoon RAMSAR that supports flora and fauna retreat and resilience linking to the RAMSAR wetlands	

WATER PROGRAM PLAN

Program Aim:

Maintain and enhance ecosystem health of the Tamar estuary, and Brid and George catchments through water quality improvement

The Big Picture:

The NRM North region's water assets include our surface water, ground water, freshwater lakes, wetlands and estuaries. These assets provide essential clean water for drinking, provide amenity for recreation, are used for industry and support diverse and unique aquatic biodiversity values and ecosystems. The Tamar River estuary is a focal point for the city of Launceston and underpins the region's social and economic value. The health of the Tamar River estuary has been a long-standing issue of contention in the community. The upper reaches of the Tamar estuary are under pressure from high loads of both diffuse and point source pollutants including nutrients, sediments, metals and pathogens which has resulted in poor health for many years. Other key catchments in the Region which support townships and face similar water quality pressures include the Brid and the George catchments. There is an opportunity to work with key partners, landholders and the community to address these pressures facing our rivers and estuaries and reduce pollutants entering our waterways from urban and diffuse (catchment) sources.

Strategic Focus:

The Water program focuses on improving water quality and enhancing the ecological, social and economic value of the regions waterways by reducing the load of diffuse (catchment) and point source (industry and sewage treatment plants) pollutants entering waterways.

The target catchments and issues that NRM North will focus on between 2015-2025 include:

- Building the capacity and knowledge of the community and management agencies to understand and manage storm water quality, sewage treatment plant discharges and overflows and recreational water quality; and
- On ground actions to reduce the load of diffuse pollutants entering waterways from dairy areas in the Meander, Brid and George catchments and grazing areas in the Brid, George, North Esk, Macquarie, and Brumbys-Lake catchments.

Program Delivery

NRM North has developed and published Water Quality Improvement Plans for the Tamar Estuary and Esk Rivers (TEER) area, the Brid catchment and the George catchment. Implementation of the Water program will focus on implementation of the recommended actions in each of these plans and will include a range of delivery mechanisms including: providing funding incentives to landholders to undertake on-ground actions; providing training and knowledge sharing events to management, development and community stakeholders; monitoring recreational water quality and ecosystem health to inform management objectives and strategies; and supporting appropriate planning and policy at a local, regional or State-wide scale. The delivery of the Water program is supported by the Tamar Estuary and Esk Rivers (TEER) Program which is a regional partnership between the statutory agencies responsible for the management of the TEER waterways.

20 year Vision Statement 2015-2035	10 year Goals 2015-2025	Strategies leading to outcomes	Measures of Success
<p>By 2035, the ecosystem health of the Tamar estuary, and Brid and George rivers is improved to support the social, economic and environmental prosperity of the region</p>	<p>Build community capacity and political/community will to implement improved management for water quality and ecosystem health outcomes in the Brid and George catchments and the Tamar estuary and Esk Rivers catchments</p>	<p>The community is engaged in working to improve the health of Georges Bay and its waterways.</p>	<ul style="list-style-type: none"> • Funding and investment leveraged as cash and in-kind • Social and economic outcomes achieved through water quality improvement • Number of requests for data and information to support management decisions • Number of recommendations from the Water Quality Improvement Plans actioned by partner agencies or groups • Tamar Estuary Report Card published • Policy and planning at a local, regional and state-wide level that achieves WQIP recommendations • The number of partnerships and agreements in place with agencies and peak bodies • Continued participation of the community in NRM North sponsored events and projects • The reach of community awareness campaigns • Number of formal stakeholders and agencies in partnership with the TEER Program • The number of joint projects delivered under partnership with key stakeholders
		<p>Community knowledge & awareness of the health of the Tamar estuary is improved and the community is actively engaged in working to improve the health of the Tamar River estuary.</p>	
		<p>Landholder capacity is improved to manage their land and adopt best practices to improve waterway health.</p>	
		<p>Increase the capacity of managers and the community to implement actions to reduce urban stormwater loads entering waterways (focus combined system Launceston, Zone 1).</p>	
		<p>Increase the capacity of managers to plan and implement improvements to Sewage Treatment Plants to enable reduction in pollutants loads to the Tamar.</p>	
		<p>Increase the capacity and knowledge of management agencies with responsibility for TEER waterways with a focus on recreational water quality (pathogens and algal blooms) and sedimentation in the upper Tamar River estuary.</p>	
	<p>The ecosystem health of the Brid and George River systems is improved by reducing diffuse pollutant loads from urban and agricultural sources</p>	<p>Implement the WQIP actions to reduce pollutant loads from grazing and dairy areas in the Brid and George catchments</p>	<ul style="list-style-type: none"> • Number of recommendations implemented from the WQIP • Area and length of riparian management • Area of best practice effluent management • Pollutant load reduction achieved through on-ground investments (modelled)
		<p>Identify opportunities and implement WQIP recommendations to reduce diffuse pollutant loads in the Brid and George catchments from other land uses</p>	
	<p>The ecosystem health of the Tamar River estuary is improved by reducing diffuse pollutant loads from urban and agricultural sources</p>	<p>Implement the WQIP actions to reduce pollutant loads from dairy areas in the Meander catchment.</p>	<ul style="list-style-type: none"> • Number of recommendations implemented from the WQIP • Area and length of riparian management • Area of best practice effluent management • Pollutant load reduction achieved through on-ground investments (modelled)
		<p>Implement the WQIP actions to reduce pollutant loads from grazing areas in the Macquarie, Brumbys-Lake and North Esk catchments.</p>	
		<p>Identify opportunities and implement WQIP recommendations to reduce diffuse pollutant loads in the TEER catchments from other land uses</p>	

ABORIGINAL NRM PROGRAM PLAN

Program Aim:

Build knowledge and capacity within the Aboriginal community to manage natural values on country and enhance awareness of Aboriginal cultural heritage in natural resource management.

The Big Picture:

The NRM North region encompasses the lands of several traditional owner groups. NRM North acknowledges and respects the traditional custodians and their deep spiritual attachment to country, and values the knowledge and contribution that Aboriginal people make towards natural resource management. NRM North recognises that Aboriginal cultural values and land management practices are critical to the management of the region's natural resources.

Strategic Focus:

The focus of the Aboriginal NRM program is to work in collaboration with the Aboriginal community to facilitate natural resource management on country and improve awareness and consideration of Aboriginal cultural heritage in natural resource management planning, use and development.

The strategic outcomes that NRM North will focus on between 2015-2025 include:

- Increasing Aboriginal community capacity to implement Healthy Country Plans and provide opportunities for continuation of tunapri and cultural knowledge;
- Supporting the Aboriginal community to implement priority actions for the management of cultural and natural values and Healthy Country Plans;
- Supporting the Aboriginal community to protect heritage sites and landscapes outside of Land Management plans; and
- Supporting the Aboriginal community to raise awareness with land managers, planners and recreational users to increase knowledge and recognition of aboriginal cultural heritage values in natural resource management.

Program Delivery

NRM North's Aboriginal NRM program is delivered through a range of mechanisms including; provision of training and capacity building for Aboriginal people and communities, providing funding and incentives for implementing the Health Country Plans and facilitating the Aboriginal community to engage with land managers, planners and recreational users to raise awareness of Aboriginal cultural heritage. Key partners in delivery of the Aboriginal NRM program include; the Aboriginal Land Council of Tasmania (ALCT), The Tasmanian Aboriginal Centre (TAC), melythina tiakana warrana Aboriginal Corporation, The Flinders Island Aboriginal Association Incorporated (FIAAI), and other members of the Aboriginal community not affiliated with an Aboriginal organisation.

20 year Vision Statement 2015-2035	10 year Goals 2015-2025	Strategies leading to outcomes	Measures of Success
ABORIGINAL NRM	Land managers, planners and recreational users recognise and value Aboriginal cultural heritage in natural resource management	Support the Aboriginal community to raise awareness of cultural heritage values and traditions related to natural resource management	<ul style="list-style-type: none"> • Number of aboriginal people supported by NRM North to raise awareness • Number of land managers, planners and recreational users NRM North has engaged with to raise awareness
	The Aboriginal community is actively managing cultural and natural values of Aboriginal lands and implementing Healthy Country Plans in coastal areas and across the Furneaux region	Increase Aboriginal community capacity to implement Healthy Country Plans and provide opportunities for continuation of tunapri and cultural knowledge	<ul style="list-style-type: none"> • Number of Aboriginal people with increased capacity, skills and knowledge through training • Number of Aboriginal people participating cultural heritage knowledge sharing activities • Progress towards implementation of the Healthy Country Plans • Number of Aboriginal people supported to implement works • Number of sites protected with support from NRM North
		Implement priority actions for the management of cultural and natural values and Healthy Country Plans	
		Support the Aboriginal community to protect heritage sites and landscapes outside of Land Management plans	

CORPORATE PROGRAM PLAN

Program Aim:

To ensure a long-term sustainable organisational model that delivers NRM results for the community and demonstrates best practice business management and governance

The Big Picture:

NRM North is one of 56 regional NRM bodies throughout Australia and one of three in Tasmania. All regional bodies are faced with a number of challenges, including;

- reduced funding, changing priorities, a lack of resources and sustainable organisational funding model
- greater expectation to deliver more with less from both investors and community – managing expectations
- increased reporting, compliance and regulatory obligations, and
- the need to demonstrate outcomes across a range of program areas.

To meet these challenges, NRM North will focus on improving efficiency and effectiveness, continue to work with the community and partners on strategic planning and implementation and focus on best practice processes and instilling a culture of continuous improvement.

Strategic Focus:

The strategic priorities for NRM North to focus on between 2015-2025 include:

- Developing a Northern Tasmanian NRM Strategy that remains relevant and reflects the needs of the community and that we attract partners who seek to engage with us in program delivery;
- Establishing a viable, long term and sustainable funding model and a recognised effective governing body demonstrating best practice governance, structure, policy and skills;
- Demonstrating business results and outcomes through implementation of Strategic Plans and a focus on continuous business improvement, process mapping and performance measurement;
- Establishing and maintaining a secure information management system that allows monitoring of organisational performance and supports engagement and partnerships; and
- A focus on staff performance management systems which includes individual work plans, performance assessment, professional development, and reward and recognition.

Program Delivery:

Program delivery for the corporate program will involve all staff working in collaboration with NRM North's senior management team to deliver change across the organisation and monitor performance, risks, business improvement and implementation progress. Key partners NRM North will work with to deliver the Corporate Services program include; the Northern Tasmanian Community, Local, State and Federal Government and other agencies and investors, and NRM North Management Committee and Sub-Committees, NRM North Senior Management Team and Extended Leadership Team, NRM North Staff and engaging with external experts such as human resource consultants, cyber security experts and data management providers to provide specialist advice and guidance and develop best practice policy and procedures.

20 year Vision Statement 2015-2035	10 year Goals 2015-2025	Strategies leading to outcomes	Measures of Success
By 2035, NRM North is a partner of choice providing strategic leadership in NRM across the community and demonstrating results through business excellence	The Northern Tasmanian NRM Strategy remains relevant and reflects the needs of the community	Develop and publish the 2020-2025 Northern Tasmanian NRM Strategy	<ul style="list-style-type: none"> Ministerial accreditation of the Northern NRM Strategy Feedback sought, reviewed, and input incorporated into planning process
		Work with Tasmanian NRM regions to develop a broader NRM data coordination function to assist with monitoring and improving regional delivery of the NRM Strategy.	
		Monitor satisfaction and feedback from the community and partner organisations on the implementation of the NRM Strategy	
	Partners recognise the value proposition of NRM North and seek to partner on program delivery	Review the operations and relationships with partner local government organisations (including subregional facilitator contracts)	<ul style="list-style-type: none"> Clear roles and responsibilities agreed and documented
		Foster collaborative relationship with state government agencies specifically focused on strategic planning, knowledge and data sharing, and joint program delivery	
		Implement collaborative programs with non-government stakeholders that are recognised as delivering value	
	Business results and NRM outcomes are demonstrated through the implementation of the NRM North Strategic Plan ("Strategy to Action")	Implement an increased range of performance monitoring to clearly demonstrate business results across the full range of business activity areas.	<ul style="list-style-type: none"> Program plans adopted and implemented MERI plans approved by Federal Government; MERI implemented end-to-end Measures in the strategic plan implemented and reported through Annual Report; Reporting submitted on-time and acquitted by investing partners Corporate Communication Plan adopted; Program communication strategies integrated into program plans
		Develop a MERI Framework and process map, guidelines, document etc	
		Identify and monitor indicators for organisational performance	
		Review and implement a corporate communication and engagement strategy and implementation plan	
		Develop and integrate program communication strategies in program plans	
	NRM North Management Committee is recognised as an effective governing body which has best practice governance, structure, policy and skills	Ensure relevance of the structure and function of the Association	<ul style="list-style-type: none"> Constitutional review and amendments; engagement of Association members Skills audit; Training log; knowledge of NRM activities
		Implement a process of performance review, evaluation of effectiveness, and improvement strategies for the Management committee and its members.	
		Develop a succession planning framework that includes the identification of required skills.	

20 year Vision Statement 2015-2035	10 year Goals 2015-2025	Strategies leading to outcomes	Measures of Success
By 2035, NRM North is a partner of choice providing strategic leadership in NRM across the community and demonstrating results through business excellence	NRM North has a culture of innovation and business excellence through continuous business improvement, process mapping, and performance measurement	Identify areas for organisational efficiency improvement	<ul style="list-style-type: none"> • Performance targets established and met; efficiencies implemented • Business processes mapped; efficiencies implemented • No notifiable corporate compliance breaches; audit compliance; risks identified and mitigation plans in place; zero tolerance for harassment; number of reportable Work • adopt a change management process that allows for staff feedback and review • creation of a staff satisfaction index; staff survey results; improvements implemented
		Maintain best practice standards and processes for financial management, corporate compliance, risk management, and human resources	
		Ensure best practice in organisational change management	
	NRM North has a secure information management system that allows the organisation to monitor performance against outcomes and supports engagement and partnerships	Implement a secure information and data management system	<ul style="list-style-type: none"> • Risks minimised from cyber attacks; cost, productivity and reputation losses reduced • Performance reporting requirements to partners and Management Committee met
		Develop or enhance information systems that allows the organisation to monitor performance against outcomes, tracks implementation of program plans, and supports engagement and partnerships in program delivery	
	NRM North has a viable, long-term, and sustainable organisational funding model	Develop strategic investment relationships with all levels of government (local, state, federal)	<ul style="list-style-type: none"> • Balanced organisational budget; amount of leveraged funding through partnerships, grants, or other funding arrangements; diversification of funding streams
		Develop collaborative investment partnerships with key stakeholder groups	
		Work more closely with neighbouring NRM regions to improve funding efficiency and leverage	
	NRM North has a staff performance management system that includes individual work plans, performance assessment, professional development, and reward and recognition.	Develop and implement a formal performance assessment process that links to rewards and recognition	<ul style="list-style-type: none"> • 100% of staff have an agreed annual work plan; 100% of staff have annual performance assessment; rewards and recognition are linked to performance outcomes; Adopted remuneration policy; Adopted staff performance management framework.; staff satisfaction; staff survey results
		Establish a formal approach to training and development in conjunction with the performance assessment process	
Develop individual work plans that relate to achieving the strategic goals of the organisation linked to the performance assessment process			
Develop a formal approach to organisational workforce planning incorporating internal capacity and skill needs analysis.			

Notes to the Program Plans:

Strategic Planning Prioritisation Approach:

The strategic focus areas, issues and locations for each of the four bio-physical programs (Land, Water, Biodiversity and Aboriginal NRM) have been selected based on the ability for NRM North to invest in activities which are generally low risk, have multiple benefits across and within program areas, and meet community priorities and expectations.

NRM related plans and strategies including documents such as the Aboriginal Health Country Plans, Threatened Species Recovery Plans, Ramsar Ecological Character Descriptions, and climate adaptation reports have been used to provide guidance in prioritising actions and identifying the most strategic target locations for investment.

Additional criteria used to develop the strategic focus for the Programs has included;

- NRM North’s ability to influence outcomes within our current level of resourcing (eg. funding, timeframes and staff) and working in areas where other NRM groups such as conservation groups, agricultural extension service providers are not taking a lead;
- Investor priorities and the eligibility or limitation of what actions can be funded through our primary funding sources;
- Existing partnerships with state and local government, community groups and the likely adoption landholder adoption level;
- Community priorities identified in local and regional strategies and consideration given to providing some equity across the region for funding and support; and
- Building on our past investment and value adding to work progressed so that we can demonstrate an outcome.

The strategic focus and priority setting for the Corporate Program has been developed based on the recommendations from the Organisational Performance Evaluation (OPE) project conducted by external consultants in 2017, through a review of internal evaluation documentation collated within the organisation and from consultation with NRM North staff and the NRM North Management Committee.

Publication:

This document is available in electronic forms only and will not be paper published. The Strategy will be a “living, breathing” document that guides the organisations work planning and reporting processes.

Questions / Feedback

Please contact any of the following NRM North senior staff members if you have any questions or feedback on the NRM North Strategic Plan:

- Rosanna Coombes, CEO
- Fiona George, Corporate Services Manager

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