



# DTPHW Program Plan October 2020- June 2022

Completed in December 2020



dry tropics partnership  
for healthy waters

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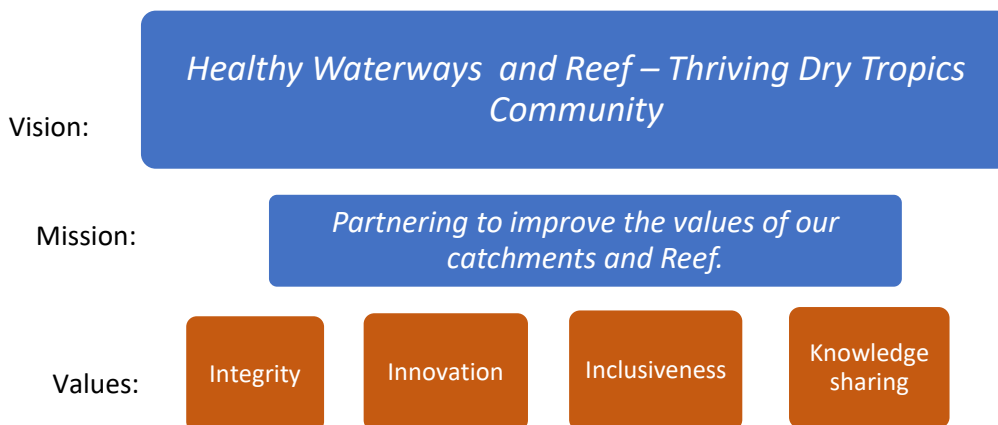
# 1.0 Partnership Overview

## 1.1 The Partnership

The Dry Tropics Partnership for Healthy Waters (the Partnership) is an independent organisation including government, industry, science, conservation and community groups that are dedicated to reporting on and improving waterway health.

The Partnership uses collaborative approaches to integrate environmental, social, economic and cultural information and catchment health knowledge, and seeks ways to improve the status quo. It builds upon and integrates existing monitoring, modelling, and reporting efforts at the catchment and Reef-wide scale and delivers products at a scale to which communities and management can relate.

The primary output of the Partnership is the annual Dry Tropics regional waterway health Report Card. This informs whole-of-catchment management in the region extending from the upper catchments, to the estuaries, adjacent marine zone and outer Great Barrier Reef.



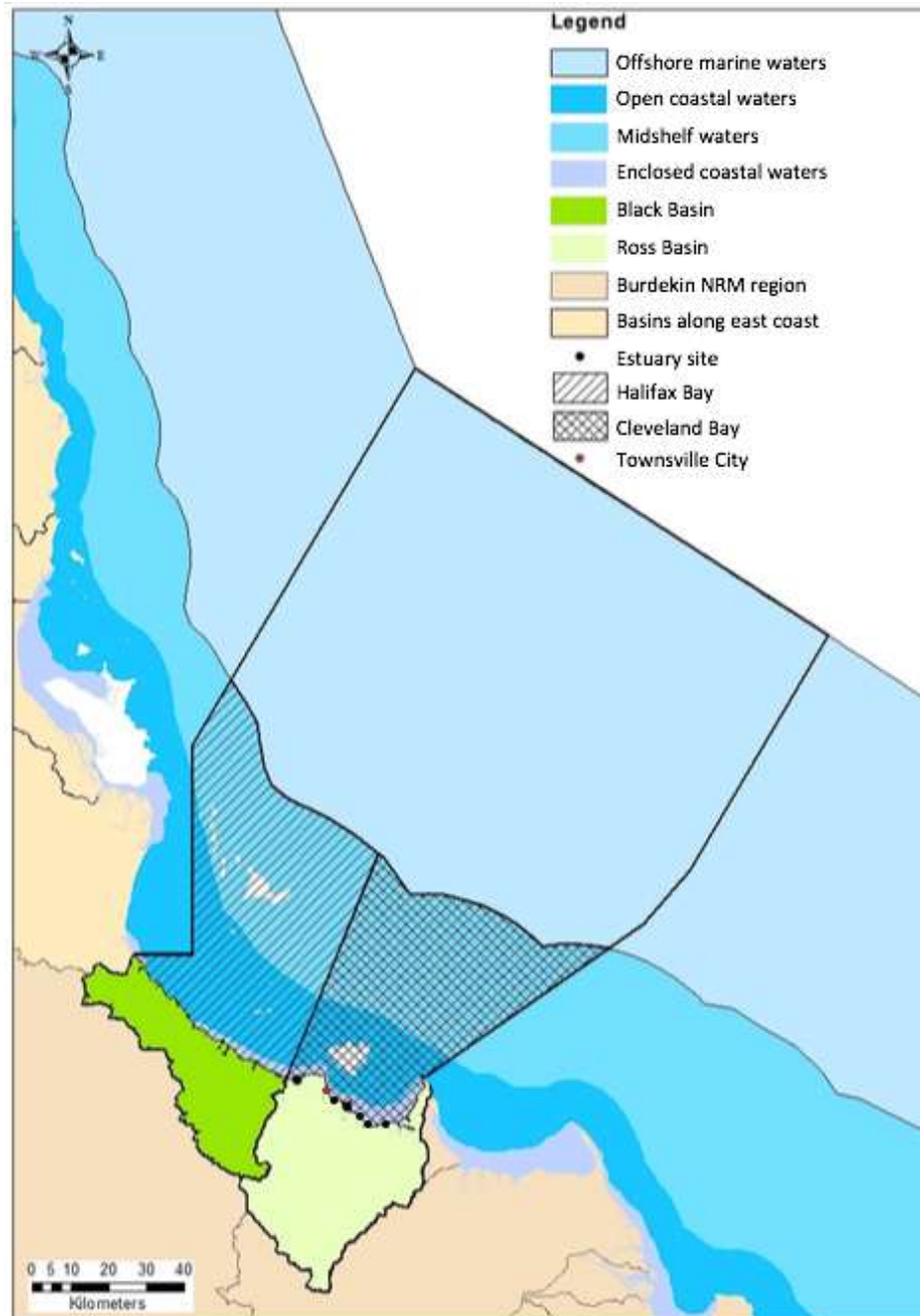
### Our Partners

The Partnership includes community, industry, research and government organisations.



## 1.2 The region

The Partnership currently operates within the Townsville region, with the reporting area extending from Alligator Creek to Crystal Creek (Figure 1). In the future, the Partnership may extend to the larger Burdekin region.



**Figure 1.** Geographic boundary reported upon by the Dry Tropics Partnership, comprising the Ross and Black freshwater basins and estuarine zones, Cleveland Bay and Halifax Bay and the offshore marine zone. The inshore marine zones comprise open coastal, midshelf and enclosed coastal waters. The right angle in the offshore marine zone is the boundary of the Hinchinbrook Planning area.



# 2.0 Strategic directions

## 2.1 2020-2023 Strategic Plan

The 2020-2023 Strategic Plan was developed by the Management Committee and endorsed by the Partnership in November 2020. The Partnership has identified three priority outcome areas to be achieved in the next five years:

<b>1) Engaged Community</b>	The Townsville Dry Tropics community actively uses the Partnership's science and collective knowledge to improve waterway and Reef health.
<b>2) Robust Report Card</b>	The Townsville Dry Tropics Report Card is part of a rigorous, regional integrated monitoring and evaluation framework that informs the management of the region's waterways and ecosystems.
<b>3) Enduring Partnership</b>	The Partnership is sustained by a strong and stable funding base, leadership and partners who are committed to influencing positive change in the region.

The above outcomes will be used to help guide the Partnership's activities over the next five years. Detailed strategies on how to achieve these are listed in [Appendix A](#).

These strategies are also aligned with the Partnership's overarching goals, which are to:

- a) Establish and maintain a diverse membership, including all levels of government, community, traditional owners, industry and research organisations committed to achieving the Partnership's vision.
- b) Communicate information effectively and at a relevant scale to the broader community on waterway health issues to increase knowledge and empower the local community on Reef issues.
- c) Develop an annual waterway health report card incorporating environmental, social, economic and cultural indicators, by building on existing monitoring and reporting programs, with scientific integrity, independence and transparency.
- d) Focus reporting initially on the Townsville region, and in the longer term, extend to the entire North Queensland Dry Tropics region.
- e) Coordinate and share data and information across a range of stakeholders to identify monitoring gaps and reduce duplication.
- f) Provide scientific information that may assist in improving or maintaining the environmental, social and economic values, identify long-term trends, stimulate management action and drive positive change.
- g) Recognise and support the efforts of Partners and others to improve regional waterway health by building upon, complementing, and enhancing their efforts.
- h) Identify waterway health-related knowledge, identify priority activities, and advocate for them.

## 2.2 Objectives of the Program Plan

This Program Plan has been developed in alignment with our 2020-2023 Strategic Plan and will be reviewed annually. The purpose of this plan is to:

1. Support the Strategic Plan and provide a progress report on Partnership outcomes.
2. Outline the Queensland and Australian governments' funding milestones and key indicators.
3. Articulate an achievable work plan reflecting available resources.
4. Provide a framework for monitoring and evaluating the Partnership's progress.

In preparing this plan, the Partnership staff and Management Committee have written a COVID-19 (which can be applied to other hazards) Risk Assessment and identified mitigation strategies for 2020-2022 (see [Appendix B](#)).

## 2.3 Queensland and Australian Government Funding Milestones

In early 2020, each of the five regional Great Barrier Reef (GBR) report card partnerships received increased funding for the next two years from the Queensland and Australian governments. The additional funding has allowed the regional Partnerships to increase their capacity in report card indicator development, reporting, stakeholder communications, and relevance to GBR-wide and regional plans (see Section 2.4). The Grant Deed includes Key Performance Indicators and milestones. Table 1 outlines a consolidated list of specific milestones and their deadlines allocated in the 2020/21-2021/22 Grant Deed.

**Table 1:** Consolidated list of the 2020-2022 Grant Deed milestones, reports and technical deliverables. Office of the Great Barrier Reef milestone reporting deliverables are in white, reporting and communication deliverables are highlighted in yellow, the overall Report Card timeline is highlighted in green, and the new technical deliverables are highlighted in burnt orange. Timelines for the deliverables are presented in the tables provided throughout the document (colour-coded appropriately).

Project/Task	Deadlines
Biannual Regional Partnership Strategic workshops	30 May 2021, 30 May 2022
Regional Report Card Partnership Evaluation	30 May 2022
Partnership governance health check report	30 May 2021, 30 May 2022
Develop and release annual Partnership Report (Public)	30 Jun. 2021, 30 Jun. 2022
Develop/update Program plan 2021-2022	30 May 2021
Release Stewardship/Management Response reports	30 Jun. 2021, 20 Jun. 2022
Release Report Card and Technical Documents	30 Jun. 2021, 30 Jun. 2022
Explore Opportunities through TWG for consistency in indicators, approach and scoring	30 May 2021
Expand on Litter indicator (gross pollutant trap monitoring)	December 2021
New Report Card Indicator: UWSF	30 Oct. 2021
New Report Card Indicator: Citizen Science	30 Oct. 2021
New Report Card Indicator: Human Dimensions	15 Dec. 2021

## **2.4 Linkages with other programs**

The annual Townsville Dry Tropics Report card is relevant to both GBR-wide and regional plans and links with state, regional and local programs and reporting. As part of the Australian and Queensland governments' Grant Deed milestone, the Partnership is required to communicate and improve the alignment with these plans. Some of the key plans and strategies linked to the Dry Tropics Partnership are outlined below.

### **2.4.1. Reef 2050 Long-Term Sustainability Plan**

The regional report cards sit under a 'nested' integrated water quality monitoring and report card program within the Reef 2050 Long-Term Sustainability Plan (Reef 2050 Plan). Regional report cards along with the Reef Integrated Modelling, Monitoring and Reporting Program (RIMMReP) are being developed to support actions identified in the Reef 2050 Plan.

### **2.4.2 Reef Water Quality Improvement Plan 2017-2022**

The Reef Water Quality Improvement Plan is a joint Australian and Queensland government initiative and includes water quality targets for all catchments adjacent to the GBR. It was developed to support the delivery of the Reef 2050 Plan.

### **2.4.3 Black Ross Water Quality Improvement Plan (2010)**

The Black Ross Water Quality Improvement area covers waters within the Townsville City Local Government Area, and includes catchments north of the Burdekin shire, and south of the Hinchinbrook Shire. It was developed to identify the pressures and threats to the region to help inform management actions.

### **2.4.4 Regional Partnership 'Network'**

The Partnership is one of five regional report cards in the Great Barrier Reef catchment that produces an annual snapshot of ecosystem health and water quality condition of local waterways. Other partnerships include:

- [Wet Tropics Waterways](#)
- [Mackay-Whitsundays -Isaac Healthy Rivers to Reef Partnership](#)
- [The Gladstone Healthy Harbours Partnership](#)
- [Fitzroy Partnership for River Health](#)

Together, the five independent partnerships form a 'Network' which works collaboratively to champion the development and use of waterway health report cards to stimulate improvement of waterway health in the Great Barrier Reef.



# 3.0 Partnership Governance

## 3.1 Partnership, Management Committee and Strategic meetings

Consistent with the grant deed milestone and Partnership governance charter, the Partnership holds regular Management Committee and Partnership meetings to oversight and coordinate Partnership operations. The table below outlines the general timeframes for each meeting.

*Table 2: Schedule of regular meetings by different Partnership groups. Note: may be subject to slight variations*

Meetings per annum	Month
Management Committee (x4)	February, May, June, September
Partnership (x3)	March, June, November
Technical Working Group (TWG) (x3)	February, May, September
Independent Science Panel (ISP) (x3)	February, April, September

### 3.1.1 Improving Partnership and Network Collaborations

To achieve the goal of cross collaboration between the five Great Barrier Reef Report Card Partnerships (Strategic Plan Outcome 1.2), the Executive Officer meets with the other regional partnerships at least once a month to enhance the Partnership Network (discussed in section 2.4.4), to collaborate and discuss potential joint projects. The development of Partnership collaborations includes the establishment of a Memorandum of Understanding, which will be completed before 2021. In addition, the communication plan (outlined in section 5) will use tools to highlight and promote these linkages and ensure consistent key messages.

## 3.2 Partnership Development

As part of the 2020-2023 Strategic Plan, Outcome 3, *Enduring Partnership*, the Partnership aims to be sustained by a stable funding base, leadership, and active and engaged Partners. To do this, the Partnership seeks to achieve the following objectives over the course of the next year:

1. Understand the motivations of regional stakeholders and create a targeted value proposition
2. Improve relationship with Partners and leverage existing relationships with partners/stakeholders to build the Partnership's profile
3. Develop a marketing plan to continue to build the Partnership and approach new funding partners
4. Develop an inaugural Partnership Seminar to help promote the Partnership to potential partners and the community
5. Develop a Monitoring, Evaluation, Reporting and Improvement (MERI) Plan to reflect on the Partnerships' performance.

### 3.2.1 Partnership Development Strategy

A marketing plan (reflecting objectives 1-3 & 5) has been developed to help attract new partners over the next two years. The table below (Table 3) outlines an approach to achieve this. Note that this table should be updated pending the development of the MERI Plan.

**Table 3:** Partnership Development Strategy deliverables timeline. Executive Officer (EO) tasks coded in red, Technical Officer (TO) tasks coded in blue, both Communications specialist (CS) and Executive Officer are coded in green. Note that these marketing timelines are specific for 2020-2021. **These timelines and deliverables will be reviewed at the end of 2021 to determine an appropriate marketing approach for 2022.**

	2020		2021											
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Work with Comms Specialist to map stakeholders in Townsville and the greater Dry Tropics region		Led by EO												
Use OGBR Regional Partnership Report Card results to help identify Partner needs		Led by EO												
Develop Partner surveys and have follow up one-on-one conversations to understand current motivations behind membership	Led by EO													
Develop a marketing strategy and improve value propositions to encourage new partners			Led by CS											
Develop targeted value propositions based on individual needs, motivations and opportunities for collaboration		Led by EO												
Update new member pack encourage new Partners and make it easy for current Partners to promote the Partnership		Led by CS												
Approach new partners with new plan & materials (ongoing)														
Develop a Monitoring, Evaluation, Reporting and Improvement (MERI) plan														
Review marketing approach and develop/adjust plans as necessary for 2022 (to be updated in Program plan)														

### 3.2.2 Partner engagement & biennial seminar

An inaugural Partnership Seminar (Objective 4 for Partnership Development) will be held in the third quarter of 2021 to increase relevance in the community and create opportunities to promote the organisation. The table below (Table 4) outlines the steps to organise this event.

**Table 4:** Timeline to develop the first inaugural Partnership seminar to engage current and new partners, as well as the general public in waterway health.

	2021											
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Approach the Partnership to identify themes, and key sponsors of the seminar												
Develop a subcommittee to plan and host the seminar												
Begin developing program plan, reaching out to potential speakers												
Approach local businesses for sponsorship												
Begin scoping event location and develop invite list												
Finalise location, begin scoping catering options												
Create event bright invitation and distribute through social media channels. Approach MPs												
IT preparations (video conferencing, recorded interviews, etc)- if needed												
Hold seminar event												

### 3.2.3 Spatial Scope of Partnership

The Dry Tropics Partnership was initially established to focus on the Townsville region as this is the largest urban centre along the GBR coastline. At the time, it was agreed to consider expanding the Partnership's boundaries to reflect the wider Dry Tropics NRM regional boundary once the report card processes had been settled for the Townsville region. Having produced two report cards, it is now time to consider whether to expand the spatial scope of the Partnership and the implications for the report card and other Partnership activities. It is proposed that the first partners' meeting in 2021 will consider this issue.

### 3.2.4 Professional development & succession plans

To ensure that the Partnership is sustained by strong leadership, the Partnership staff will set aside time to:

- Attend conferences and networking events
  - E.g. River symposium (November 2020)
- Encourage training courses
  - (R & GIS courses for Technical officer)
  - Leadership training (River Academy- date TBD)

In addition, effective succession systems must be implemented and carried forward to ensure easy transitions among staff. Before the start of 2021, staff members must:

- Develop an easy to access filing system
- Begin to journal all activities, documenting decisions, contacts and timelines
- Update and review Program Plan annually

# 4.0 Partnership Technical Program Strategy/Program Plan

The Partnership has developed technical objectives to help guide progress towards achieving the Partnership's strategic priorities to achieving Outcome 2, *Robust Report Card*. These objectives include:

1. Improve data management
  - Work with the regional Partnerships to implement and improve on data automation tools to streamline report card reporting process
  - Work with collaborators to implement an online data management platform
2. Build upon current indicators and improve data gaps
  - Reduce data gaps by collaborating with Partners and current networks to increase and improve data quality
  - Work collaboratively with Partners to write grant/funding proposals for future projects

The tables below show the tasks to achieve these objectives and the relative timeline to begin and complete each process.

Additionally, the Partnership will work with the other regional report card partnerships to assess options for implementing improved data visualisation tools for a wide range of communication outputs and increasing our outreach to different audiences. Timeline for this can be found in the following section, in Table 9, in section 5.

All technical reports prepared by the Partnership are reviewed by the GBR regional report cards Technical Working Group and the GBR Independent Science Panel to ensure their technical accuracy.



## 4.1 The Annual Report Card Technical Timeline

An overview of the schedule and new grant deed deliverables for the development of the Report Card and the associated technical program are presented in Tables 5 and 6. For a detailed description of how the report cards are developed, see the 2017-2018 [Report Card Program Design](#).

**Table 5:** Annual Report card timeline. Executive Officer tasks are coded in red, Technical Officer tasks in blue, and both Executive Officer and Technical Officer are coded in purple. **Note that timeline does not change over years except that noted by asterisk\*.**

Deliverables	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Data automation of water quality data (2020-2021 only)*	Blue	Blue	Blue	Blue	Blue	Blue	Blue					
All data provided					Blue	Blue	Blue	Blue	Blue			
Data analysis/crunching					Blue	Blue	Blue	Blue				
Scores for all zones generated								Blue	Blue			
All scores reviewed and endorsed by Chair									Blue	Blue		
Presented to TWG for endorsement								Blue	Blue			
Write Technical Report						Blue	Blue	Blue	Blue	Blue	Blue	
Results & Report Reviewed by the ISP									Blue	Blue		
Report Card results reviewed by Partnership									Blue	Blue		
Begin drafting published report card					Red							
Engage Kate Hodge to begin development					Red	Red						
Draft report card mock-up presented to Partnership						Red	Red	Red	Red	Red		
Partnership comments incorporated into Report Card Design								Red	Red	Red		
Final Report Card reviewed by Partnership										Red	Red	
Preparing for Report Card Release										Red	Red	
Final report card developed and printed											Red	

**Table 6:** New technical deliverables for the 2020-2022 Grant deed. Estimated timelines. Executive Officer tasks are coded in red, Technical Officer tasks in blue, and both Executive Officer and Technical Officer in purple. **Note that these timelines are for 2020-2021 only.**

NEW Technical Deliverables/Tasks	2020					2021											
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
<b>Urban Water Stewardship Framework- conducted every two years.</b>																	
Gaining provisional stakeholder endorsement to participate																	
Method developed by OGBR and endorsed by ISP		○															
Engage a workshop facilitator																	
Prepare for and implement UWSF workshops																	
UWSF data analysis																	
Present results to TWG for endorsement																	
Update Report Card as required																	
Present UWSF/RC results to ISP for endorsement																	
<b>Human Dimension Surveys (based on current OGBR timeline)</b>																	
Participate in OGBR Workshop to finalise surveys																	
HD Program design and refinement- identifying additional data sources																	
Identifying additional regional data sources including available partner data																	
RRC pilot instrument design and testing, collecting data from other data sources																	
Regional survey data collection																	Led by EO

	2020					2021											
NEW Technical Deliverables/Tasks	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
<b>Litter and Marine Debris monitoring- note no gross pollutant trap monitoring as that data is only available for one zone. \$15K to be spent by December 2021</b>																	
Obtain data from Tangaroa Blue and the Reef Clean project (note not gross pollutant traps)					█	█	█										
Aid regional Partnerships with developing litter indicators				█	█	█	█	█									
Develop individual indicators to score that is linked to management (dependent on whether data is available from Tangaroa Blue)				█	█	█	█										
Include litter monitoring in Stewardship/Management Report								█	█								
Data implemented in Report Card draft (2022)															█	█	█
<b>Citizen Science Indicator with GBRF (current timeline as drafted by GBRF)</b>																	
Workshop/collaborative design goals	█	█															
Priority project identified and collaborative designs are submitted		█	█	█													
Project implementation (timeline pending more information on project)			█ Led by regional EOs														
Data analysis (depends on data implementation)																█	█
Data to be included in 2021 Report Card released in 2022															█	█	█



## 4.2 Infilling data gaps

The technical work plan for incorporating indicators into the report card over the next two years is shown below in Table 7. Other major technical items to be completed are automating data analysis for freshwater, estuarine and inshore marine water quality. This is currently underway and is expected to be completed by 2021-2022. Note that all data is assessed by the Technical Officer for its relevance and accuracy before being included within the report card.

**Table 7: Technical work-plan outlining the indicators to be incorporated or developed within the next two years. Note that asterisk (\*) denotes top priority indicators for the next two years.**

Reporting category	Indicator	Objective	Required information	Strategy to achieve this	Year/ Timeline	Reasoning for timeline	Progress to date
Litter*	Bottles listed under the container deposit scheme	Separately score the number of items or weight of each indicator (rather than them being included under total rubbish as in the 2018-19 Report Card). Need to be able to independently run the beach clean-up data (currently it's run by Bill Venables).	More accurate information is required on beach clean-up data as currently we are not supplied with the most accurate information.	Liaise with Tangaroa Blue to acquire the most accurate data. Talk with Bill Venables on how to use the R script he has produced on the beach clean-up data.	Year 1-2	Sufficient data is required before an accurate indicator can be developed. Acquiring sufficient data is expected to take at least until the start of 2021.	Currently working with Tangaroa Blue on a data agreement to provide management relevant data.
	Straws and plastic cutlery						
Plastic bags							
Cigarette butts							
Other rubbish							
	Gross pollutant traps	Identify ways to include data from Gross Pollutant traps into the report card (as communication/management strategy, not as an indicator)	Recently, Townsville City Council and the Port of Townsville have implemented gross pollutant traps; however, these only occur within the Ross Basin reporting zone. Additional traps will need to be implemented in other basins before inclusion in the Report Card.	Work closely with Townsville City Council and the Port of Townsville to ensure that data provided can be implemented within the Report Card as communication/text within the Report Card (not as an indicator).	Year 1-2	Gross pollutant traps were implemented in early 2020. The placement of the traps may move, depending on how much litter is collected. This will require extra work to extrapolate results into a useable format.	
Biodiversity	Mangrove condition	Score habitat condition for each of the indicators within the report card	Data and a report card scoring method is required	Would need additional funding to collect the data or expert advice on a novel approach to score condition for each habitat type.  Through GBRF funding for the Community Action Plans and other collaborative networks, it may be possible to implement a cross-network mangrove	Year 2-3 depending on data availability	Currently, there is no data available, and the herbarium indicates that it is unlikely that measuring wetland condition would be available at a localised scale such as Townsville or the Burdekin area. Therefore, alternative methods would be	No progress to date.

Reporting category	Indicator	Objective	Required information	Strategy to achieve this	Year/ Timeline	Reasoning for timeline	Progress to date
				monitoring program with MangroveWatch.		required to acquire the data, such as investing in surveys (e.g. Mangrove Watch) or developing novel ways to assess wetland condition.	
	Fish	Scoring fish richness within the report card	Data is currently required, but there is already a method to convert the data into a report card score.  Any new data that is collected (data that is not used for the species richness indicator) will require a new method to be developed.	Fish surveys may be undertaken within the Townsville region by DES. Ozfish will also be undertaking surveys, so there is a potential for collaboration between DES and Ozfish, although it is likely that the methods will differ.  Based on GBRF funding, it may be possible to implement a cross-network monitoring program with InfoFish. However, this is not confirmed and is likely to require ongoing agreement and funding from all the Partnerships.	Year 2-3 depending on data availability.	Depends on ability/funds for DES to sample within Townsville, and outcome of GBRF funding	Workshops with GBRF have been conducted to implement Infotish using GBRF funding. Wet Tropics Partnership is currently scoping opportunities to move forward.  Ozfish will be undergoing fish surveys in December-February and have developed an indicator with the Wet Tropics Partnership.
Water	pH	Score pH within the report card.	Data is available and a method similar to scoring for other water quality indicators should be able to be used.	Contact DES water quality experts about the appropriateness of scoring pH. Write up a proposal and present to members of the TWG.	Year 2		
Social/ Community indicators*	Values of waterways Wellbeing from waterways Perception of waterway management Perception of environmental condition Stewardship	Revise the current questions and current methods for scoring social indicators.	Questions are currently being developed by social experts. Question need to be more regionally specific/locally relevant than those used in the Pilot Report, with questions needing to relate to all waterway types.	Funding and time would be required to implement social surveys over the long term	Year 2		Regional Partnerships are working with OGBR and the Human Dimensions Working Group to develop survey questions.



# 5.0 Communications Program Plan

The Partnership has developed communications objectives to help guide progress towards achieving the Outcome 1, *Engaged Community* of the Strategic Plan. These objectives include:

1. Understand the priorities, concerns and values of the community
2. Improve our brand and community awareness
3. Improve key messaging and outreach
4. Develop communication tools that identify and enhance stewardship and management actions
5. Implement data visualisation tools that can be provided on a wide range of communication outputs

To achieve these objectives, the table below shows proposed activities, and the relative timeline to begin and complete each process. General deliverables and their associated timelines are also outlined in Table 8 and 9 along with the Grant Deed key milestones for communications outreach.

**Table 8:** Projects and activities needed based on Grant Deed milestones and Strat Planning goals & outcomes (Outcome 1 and 3) for 2020-2021. EO=Executive Officer, CS= Communication Specialist would take on these additional roles.

Project	Activity	Lead	Est. hours per year	Budget	Timeline	Notes
Brand awareness and outreach	Update Comms Plan for 2020-2021	CS	16	n/a	Nov-Dec 2020	This will include comms plan for social media, upcoming events and other strategies for increasing brand awareness, as well as linking the report card, RimRep, the Reef 2050 Plan and the Water Quality Improvement Plan
	Use social surveys to identify community values and priorities and reflect those in the 2021-2022 Comms Plan	EO/CS	10	n/a	Nov-Dec 2021	Once available, use Human Dimensions survey results (to be conducted in 2021, see Table 6) to help identify community priorities with waterway health  If needed, develop additional social media surveys to identify additional concerns and values within the 2021-2022 Communications Plan
	Social media management	CS	26	n/a	Continuous	
	Quarterly Newsletters	CS	24	n/a	April, July, October, December	Start Newsletter November/December- Use this to enhance linkages with other Partnership and networks
	Website updated to a professional standard.  All content will need to be developed and provided to the contractor.	EO	30	\$15K	January-February 2021	Estimate includes data visualisation portal (\$10K) and regular website upgrade (5K). Website will need to at least be able to support data visualisation in the future.  30 hours allocated for quotes and delivering content for web developer.  NOTE: Updated website will need a professional with appropriate skills for regular maintenance.
	Attend community events	EO	16	n/a	Continuous	Attend community events in-person when possible and when relevant.
	Develop a strategy and implement production of downloadable resources that can be provided on website.	CS	40	n/a	January-April 2021	Create a range of materials that disseminates information from the technical report
Annual Report	Develop a public overview of work and yearly achievements of the Partnerships	EO & CS	40	n/a	December 2021	EO to pull information together. CS to publish into a public document
Report Card	Writing and editing Report Card key messaging. Developing layout. (Not including the development of the technical report)	EO, TO & CS	80	n/a	April- June 2021	Estimated based on additional reports
	Report Card Launch events and promotion & details	EO & CS	100	n/a	June 2021	CS will now lead all PR and outreach events related to the Report Card
	Public Relations, media releases and media management	CS	30	n/a	June 2021	Based on 2019 Report Card Release, outsourced

Project	Activity	Lead	Est. hours per year	Budget	Timeline	Notes
	Report Card/Partnership FAQs	EO, TO & CS	20	n/a	June 2021	Updates on FAQ all completed by EO & TO. Will need annual updates
	Report design and printing	EO	40	\$5K	June 2021	Currently outsourced to Kate Hodge and Printers. Allocated hours include review and printing
Partnership promotion and Operation	Online Webinars	CS & EO	40	n/a	December 2021	Additional communication tools AND support for possible extended COVID-19 restrictions. Webinars can happen in replacement of the annual seminars or together in combination. Allocated and estimated 40 hours to set up technical applications/videos/etc. & develop materials. Use free online software. See COVID-19 risk assessment
	Annual networking/Seminar event	EO	80	\$5K	August-October 2021	Host a networking/seminar event sometime in the first quarter next financial year
Marketing	Updating Stakeholder Mapping	EO & CS	10	n/a	November 2020	This will be workshopped along with CS to help develop mapping.
	Develop Marketing Strategy and plan to approach new Stakeholders/Partners	EO & CS	30	n/a	November-December 2020	EO lead, depending on CS's capabilities
	Updating Value Proposition	EO & CS	40	n/a	December 2020-January 2021	Produce wide arching Value Prop that will reach appropriate audiences.
	Updating new Member pack	CS	20	n/a	January 2021	Updating information and presentation to a professional standard. This includes the updated Value Proposition, FAQs, and Partner Brochure. Currently, a free online graphic design is used for these items.
Management Report	Development of report including key messaging and layout for graphic design	EO & CS	80	n/a	Release in June 2021 with Report Card	
	Report design and printing	EO	20	\$5K	June 2021	Currently outsourced to Kate Hodge and Printers. Allocated hours include review, correspondence and printing
<b>totals</b>			<b>782</b>	<b>\$18,000</b>		<b>Approximately 0.4 FTE</b>

**Table 9:** Communication deliverables timeline. Executive Officer (EO) tasks coded in red, Technical Officer (TO) tasks coded in blue, both Executive Officer and Technical Officer in purple, and both Communications specialist (CS) and Executive Officer are coded in green. **Asterisk (\*) denotes timelines that will remain the same for 2021 & 2022**

Reporting deliverables & Communications	Remainder of 2020					2021 & 2022											
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Report Card release *</b>																	
Report Card release event development																	
Report Card release event																	
<b>Stewardship/Management Report *</b>																	
Approach Management Committee for how/when the report is released																	
Work with the Management Committee to identify key priority areas from the report card, and develop management strategies																	
Approach Partnership to identify additional management activities																	
Comms Specialist to begin developing the report																	
Draft of Report presented to MC and Partnership																	
Development of final draft																	
Release Report																	
<b>Annual Partnership report *</b>																	
Develop a public overview of work and yearly achievements of the Partnership- Released																	
Begin graphic design																	
Drafts sent to OGBR & Management Committee																	
<b>Communication- undertake demonstratable measures to increase partnership capacity by October 2020 (This section to be updated in 2022 pending MERI Plan and review of Marketing and Communication strategies)</b>																	
Develop an EOI and engage a Communication Specialist																	

Update of an in-depth Communication plan for 2021				Led by CS													
Develop a monitoring and evaluation program to review annually.				Led by CS													
Review monitoring and evaluation program to identify targeted audience.																Led by CS	
Develop website content and engage website contractor																	
Work with Partnerships and collaborators to develop an online data management and visualisation platform. Likely to continue into 2022.																Led by TO	
Create a focus group and/or online polling to review the report card format and information with Partners and the general public																	



# 6.0 Funding

## 6.1 Partner contributions and membership

As of June 2020, the Partnership has a total of 15 partners, 11 of which contribute to the partnership financially. Members can contribute in two ways, namely:

- Members joining the Partnership and providing a contribution which funds the development and release of the regional report card, as well as research, monitoring and communication activities.
- Members joining the Partnership and providing data to include in the annual Report Card.

Due to the impacts of COVID-19, the Partnership has noted some flexibility for membership fees for the upcoming 2021-2022 financial year. However, recommended membership tiers are outlined in Table 10, below.

**Table 10:** Membership tiers for the Dry Tropics Partnership for Healthy Waters

Partner type	Included in category/tier	Annual membership (\$)	Vote
<b>Industry/Commercial</b>			
Tier 1 (Small)	Local businesses and small companies, small public utilities and peak industry bodies	\$1000-\$5,000 (\$1,000 cash minimum, additional in-kind acknowledged)	Yes
Tier 2 (Medium)	Regional NRM bodies, medium companies and public utilities and research organisations	\$6,000-\$10,000 \$6,000 cash minimum, additional in-kind acknowledged)	Yes
Tier 3 (Large)	Large companies, industry and government owned corporations e.g. coal terminals, ports, airport, roads and rail	\$15,000-\$50,000 (\$15,000 cash minimum, additional in-kind acknowledged)	Yes
<b>Government</b>			
Local	Local Government	\$5,000-\$30,000 (\$5,000 cash minimum, additional in-kind acknowledged)	Yes
Queensland (State)	Covers all Qld Govt. including Dept of Env & Science (formerly EHP), Parks and Wildlife, etc.	\$100,000-\$200,000	Yes
Australian	Covers all Commonwealth Govt, including Dept of Env & Energy, Defence, GBRMPA, CSIRO etc.	\$100,000	Yes
Community	Community groups, Traditional Owners, Conservation and other NGOs	\$50-\$1000 (\$50 cash minimum, additional in-kind acknowledged)	Yes
University		\$2,000-\$20,000 (\$2,000 cash minimum, additional in-kind acknowledged)	Yes
Catchment Champion Sponsor	Corporate (large), CRCs and research organisations, philanthropic NGOs	>\$100,000	No

## 6.2 Funding goals and objectives

Following the Partnership development objectives listed in section 3 the Partnership aims to engage additional partners from each of the key sectors within the Townsville region. As such, it is the Partnership's goal to increase Partner contributions by 36% by the 2021/2022 financial year (see Table 11 for more details).

## 6.3 Partnership Budget

The Partnership budget is comprised of current expenditures, new grant deed funding allocations, and increased funding to achieve the objectives and strategic plan. Significant funding allocations are to:

- Increased communication capacity
- Progress toward data automation and visualisation across the Partnership Network
- Developing new technical indicators as allocated from the grant deed funding

**Table 11:** Partnership budget for the 2020/21 and 2021/22 Financial year.

Income	2019/20 Budget	2019-2020 Actuals June FINAL	20/21 Budget	21/22 Budget
AUS Gov funding	80,000	80,000	175,000	187,000
QLD Gov funding	260,000	260,000	270,000	270,000
Partner contributions	32,555	32,555	32,505	50,000
Interest	13,000	7,834	8,000	8,000
Carry Forward from previous period/year	272,493	272,493	361,177	317,624
<b>Total Income</b>	<b>658,048</b>	<b>652,882</b>	<b>846,682</b>	<b>723,763</b>
<b>Employment Expenses</b>				
Regular Project Salary & Oncost	210,000	188,018	220,000	220,000
TCC: Staff operating costs	29,000	25,000	29,000	29,000
<b>Total Employment Expenses</b>	<b>239,000</b>	<b>213,018</b>	<b>249,000</b>	<b>249,000</b>
<b>Hosting Charges</b>				
Hosting Fee	35,000	35,000	35,000	35,000
<b>Hosting Charges RCL</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
<b>Governance expenses</b>				
Independent Chair contract	18,000	18,000	18,000	18,000
Staff Travel	10,000	4,952	10,000	10,000
Chair Travel	10,000	3,791	10,000	10,000
Annual Audit	500	0	500	500
P'ship & Man Comm. Meetings	5,000	1,212	7,500	7,500
<b>Sub total</b>	<b>43,500</b>	<b>27,954</b>	<b>46,000</b>	<b>46,000</b>
<b>Technical Expenses</b>				
Special Projects	5,000	-	-	-
Litter project	-	-	15,000	15,000
Human dimension surveys	-	-	-	15,000
UWSF	-	-	10,000	-
Citizen Science	-	-	-	10,000

<b>Income</b>	<b>2019/20 Budget</b>	<b>2019-2020 Actuals June FINAL</b>	<b>20/21 Budget</b>	<b>21/22 Budget</b>
Training & Conferences	3,000	-	5,000	5,000
Data collection and Management	20,000	-	35,000	20,000
TWG meetings/catering	10,000	2,613	5,000	5,000
TWG Chair Contribution	-	7,974	2,733	2,733
TWG Chair Travel			2,000	2,000
Technical assessments (ISP) and reviews	20,000	-	20,000	20,000
<b>Sub total</b>	<b>58,000</b>	<b>10,587</b>	<b>94,733</b>	<b>94,733</b>
<b>Communications Expenses</b>				
Strategic Planning advisor	-	-	12,000	-
Facilitator for spatial scope workshop				\$1,000
Social Media Marketing/Advertising	15,000	1,840	5,000	5,000
Contracting Comms Specialist/Activities	20,000	5,811	40,000	40,000
Website and software	20,000	160	15,000	7,000
Report Card Design and printing	5,000	-	9,325	5,000
Report Card Launch	5,000	-	5,000	5,000
Stewardship/Management report	-	-	10,000	10,000
Annual DT Seminar	-	-	5,000	5,000
<b>Sub total</b>	<b>65,000</b>	<b>7,811</b>	<b>101,325</b>	<b>78,000</b>
<b>Operating Expenditure</b>	<b>440,500</b>	<b>294,370</b>	<b>526,058</b>	<b>502,733</b>
<b>Totals</b>				
<b>Total Expenditure</b>	<b>\$440,500</b>	<b>\$294,370</b>	<b>\$529,058</b>	<b>\$505,733</b>
<b>Unallocated funds</b>	<b>\$217,548</b>	<b>\$361,177</b>	<b>\$320,624</b>	<b>\$221,029</b>

## Appendix A: Progress toward Strategic objectives

The below table describes the strategies to achieve Strategic Plan outcomes, and the operational objectives to achieve them. Timelines and the project lead for each activity are outlined in Sections 3 and 4 and 5.

Strategic Plan Strategies (Outcomes 1, 2 & 3)	Program Plan Section	Program Plan Objectives	2020/2021-2021/2022 Activities	Progress June 2021	Progress June 2022	
<b>Outcome 1: The Dry Tropics community actively uses the Partnership's science and collective knowledge to improve waterway and Reef health.</b>						
1.1	Ensure the Dry Tropics Report Card and associated communication products highlight information and initiatives that relate to community concerns and values.	Section 5	<ul style="list-style-type: none"> <li>Understand the priorities, concerns and values of the community via surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Once available, use Human Dimensions survey results (to be conducted in 2021, see Table 6) to identify the community priorities, concerns and values on waterway health.</li> <li>If needed, develop additional social media surveys to identify additional concerns and values</li> <li>In 2022, create focus groups to review the report card format and information with the general public (table 9).</li> </ul>		
		Section 5	<ul style="list-style-type: none"> <li>Improve key messages and outreach of the Partnership.</li> <li>Improve brand awareness of the Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Create a range of material that disseminates information from the technical report.</li> <li>Develop infographics and media posts.</li> <li>Develop quarterly newsletters (see Table 8).</li> </ul>		
1.2	Enhance cross-collaboration between the five Great Barrier Reef Regional Report Card Partnerships and other key stakeholders to develop and share consistent key messages and promote the use of evidence-based data to address waterway and Reef health issues.	Section 3.1.1	<ul style="list-style-type: none"> <li>Improve Partnership collaboration among the Great Barrier Reef Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Continue to attend monthly meetings with all Executive Officers to communicate learnings and collaborate on projects.</li> <li>Develop and complete a MoU agreement with the Partnership network.</li> <li>Develop social media posts and infographics to promote the linkages between the Townsville Dry Tropics and the other regional Partnerships (see Table 8).</li> <li>Use quarterly newsletters to highlight linkages between Partnerships.</li> </ul>		

Strategic Plan Strategies (Outcomes 1, 2 & 3)		Program Plan Section	Program Plan Objectives	2020/2021-2021/2022 Activities	Progress June 2021	Progress June 2022
		Section 4	<ul style="list-style-type: none"> <li>Reduce data gaps by collaborating with Partners and current networks to increase and improve data availability.</li> <li>Work with the regional Partnerships to implement and improve on data automation tools to streamline the development of the regional report cards.</li> <li>Work collaboratively with Partners to write grant/funding proposals for future projects.</li> </ul>	<ul style="list-style-type: none"> <li>See table 7 for more data gap priorities and detailed list of strategies.</li> </ul>		
1.3	A Communication, Marketing and Capacity Building Strategy is in place to identify community priorities and concerns for local waterways, to inform initiatives to inform and enhance the Partnership's Report Card and initiatives.	Section 3.2	<ul style="list-style-type: none"> <li>Understand the motivations regional stakeholders and create a targeted value proposition to build the financial membership of the Partnership.</li> <li>Develop a Monitoring, Evaluation, Reporting and Improvement (MERI) plan to reflect on the Partnership's performance.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a MERI plan to reflect on the proficiency of the program (see Table 3).</li> </ul>		
		Section 5	<ul style="list-style-type: none"> <li>Understand the priorities, concerns and values of the community.</li> <li>Develop communication tools that are used to identify and enhance stewardship and management actions.</li> <li>Implement data visualisation that can be provided on a wide range of communication outputs and audiences.</li> </ul>	<ul style="list-style-type: none"> <li>Use Human Dimensions survey results (to be conducted in 2021) to evaluate community priorities on waterway health.</li> <li>Use the results of the media campaign (developed in the communications plan) conducted annually to help identify targeted audiences.</li> <li>Develop a new advanced website, updated to professional standard</li> <li>Develop a Management Response Report that is used to show the management actions that are being undertaken within the Townsville region. Management actions should be prioritised based on the findings of the Report Card (i.e. waterways of poor and very poor health should be prioritised). Attend community events.</li> </ul>		



Strategic Plan Strategies (Outcomes 1, 2 & 3)	Program Plan Section	Program Plan Objectives	2020/2021-2021/2022 Activities	Progress June 2021	Progress June 2022	
<b>Outcome 2: The Townsville Dry Tropics Report Card is part of a rigorous, regional integrated monitoring and evaluation framework that informs the management of the region's waterways and ecosystems</b>						
2.1	The Townsville Dry Tropics Report Card is produced annually and reports on data that is available and of importance to Partners.	Section 4	<ul style="list-style-type: none"> <li>Reduce gaps in data by collaborating with Partners and current networks to increase and improve data quality.</li> </ul>	<ul style="list-style-type: none"> <li>See Table 5, for a detailed outline of the report card timeline.</li> <li>Increase the number of indicators included in the Report Card.</li> <li>Improve the accuracy of existing indicators by increasing the quality of the existing data and/or improving the method to score the indicators (see Table 7).</li> </ul>		
2.2	The Townsville Dry Tropics Report Card is embedded within a regional integrated monitoring and assessment framework for freshwater, estuarine and marine waters.	Section 2.4	<ul style="list-style-type: none"> <li>Improve alignment with the Reef 2050 Long-term Sustainability Plan, WQIPs, and Regional Partnership 'Network'.</li> </ul>	<ul style="list-style-type: none"> <li>See Table 7 for a detailed outline of filling data gaps.</li> <li>Continue to work closely with government to help inform regional WQIPs and Reef-wide Plans.</li> </ul>		
2.3	Improve data automation and visualisation to enhance content management and communication.	Section 4	<ul style="list-style-type: none"> <li>Improve data management.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work closely with other Partnerships to develop data automation tools.</li> </ul>		
		Section 5	<ul style="list-style-type: none"> <li>Implement data visualisation tools that can be provided on wide range of communication outputs and audiences.</li> </ul>	<ul style="list-style-type: none"> <li>Update the website to a professional standard and ensure that it has the capacity to run an online data visualisation platform (see Table 9 for timeline).</li> <li>Discuss with OGBR and Gladstone Partnership about online data visualisation platforms.</li> </ul>		
2.4	Identify priorities for improved management of the region's waterways and advocate for the inclusion in key regional strategies, an updated regional Water Quality Improvement Plan.	Section 5	<ul style="list-style-type: none"> <li>Develop the Management Response report (Grant deed milestone) that identify and enhance stewardship and management actions.</li> </ul>	<ul style="list-style-type: none"> <li>Work closely with Management Committee members to develop management actions that address key priority areas (see Table 9).</li> </ul>		
		Section 4	<ul style="list-style-type: none"> <li>Work collaboratively with Partners to work on grant proposals for funding.</li> </ul>	<ul style="list-style-type: none"> <li>Identify data gaps using the report card, and work collaboratively with Partners and network to improve monitoring (see Table 7).</li> </ul>		
<b>Outcome 3: The Partnership is sustained by a strong and stable funding base, leadership, and partners who are committed to influencing positive change in the region.</b>						
3.1	The Partnership's reports and activities reflect individual	Section 3	<ul style="list-style-type: none"> <li>Improve relationships with Partners and leverage existing relationships with</li> </ul>	<ul style="list-style-type: none"> <li>Develop Partner surveys and have follow up - one-on-one conversations to understand the motivations for Partners being members.</li> </ul>		

Strategic Plan Strategies (Outcomes 1, 2 & 3)		Program Plan Section	Program Plan Objectives	2020/2021-2021/2022 Activities	Progress June 2021	Progress June 2022
	needs and motivations of the Partnership's members.		partners/stakeholders to build the profile of the Partnership.	<ul style="list-style-type: none"> <li>Using those surveys, modify the Program Plan appropriately in 2021 to align with partner's needs and motivations.</li> <li>Develop a MERI Plan to enhance the relevance of the Partnership to the community.</li> </ul>		
3.2	The communication, marketing and capacity building strategy of the Partnership aligns with agreed priorities and values of the Partners.	Section 3 & 5	<ul style="list-style-type: none"> <li>Understand motivations regional stakeholders and create targeted value propositions</li> <li>Improve relationship with Partners and leverage existing relationships with partners/stakeholders to build the profile of the Partnership.</li> <li>Develop a seminar to help promote the Partnership to potential partners and the community.</li> <li>Improve the brand and community awareness of the Partnership.</li> <li>Improve key messaging and outreach of the Partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Partner surveys and have follow up one-on-one conversations to understand the motivations for Partners being members.</li> <li>Develop a range of material that highlights key information from the technical report.</li> <li>Create a seminar and networking event that promotes the Report Card, celebrates Partners and identifies priority issues in relation to waterway health (see Table 4).</li> <li>Develop and implement a communication plan to increase the awareness of the Partnership.</li> <li>Attend community events.</li> <li>Create a Management Report that identifies areas that are a priority to improve and update management targets for waterway indicators.</li> </ul>		
3.3	Maintain strong collaboration with the Great Barrier Reef Regional Report Card Partnerships to share learnings and collaborate of projects.	Section 3.1.1	<ul style="list-style-type: none"> <li>Improve collaborations between Partnership and collaborations of the Partnership Network.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in monthly EO meetings and catch-ups and communicate regularly with the Partnership Network.</li> <li>Participate in biannual Regional Strategic Workshops organised by OGBR.</li> <li>Technical Officer to continue working with the TOs from the other Partnerships to develop indicators, data automation and other Technical priorities.</li> </ul>		
3.4	Professional development plans and succession plans are developed for all Partnership staff.	Section 3.2.4 & Appendix B	<ul style="list-style-type: none"> <li>Implement professional development and succession plans.</li> </ul>	<ul style="list-style-type: none"> <li>Attend conferences and networking events.</li> <li>Attend training courses, such as R and GIS., and leadership training.</li> <li>Organise a filing system to ensure all historical files are stored and easy to find</li> <li>Journal all projects to list the background behind decisions.</li> <li>Review Risk Assessment (Appendix B) annually to identify and manage unforeseen circumstances.</li> </ul>		

Strategic Plan Strategies (Outcomes 1, 2 & 3)		Program Plan Section	Program Plan Objectives	2020/2021-2021/2022 Activities	Progress June 2021	Progress June 2022
3.5	Confirm the spatial scope of the Report Card to ensure it reflects the needs of key stakeholders and the Townsville Dry Tropics community.	Section 3.2.3	<ul style="list-style-type: none"> <li>Review scope in 2021</li> </ul>	<ul style="list-style-type: none"> <li>Workshop will be organised within the first quarter of 2021 to confirm the spatial scope that the Partnership will focus on.</li> </ul>		

## Appendix B: Risk Assessment and mitigation strategies for 2020-2022.

### Communication Outputs:

Hazard Aspect	Potential Impacts	Mitigation Strategy	Likelihood (Mitigation)	Consequence (Mitigation)	Risk Level (Mitigation)	Risk Management Status
<b>IF COVID-19 Continues:</b> 2020 Report Card Release delays	Release delayed or unable to achieve event	Develop a soft launch media strategy in addition to a hard launch to minimise impact. Work with communications team for virtual launch.	Unlikely	Minor	Low	Requires action/ investigation
<b>IF COVID-19 Continues:</b> 2020 Report Card Launch delays or cancellation	Temporal relevance of information - lesser impact soft launch already done, leading to less media interest in promo.	Develop hard launch media strategy to maximise promotion	Unlikely	Minor	Low	Requires action/ investigation
<b>IF COVID-19 continues:</b> Comms produced delayed by working remotely	Partnership comms material - email outs, website content, articles not completed when required	Ensure appropriate remote access facilities and apps available for use. Schedule a minimum of one weekly meeting with staff	Possible	Minor	Low	Being monitored/ assessed
Community events delayed or cancelled; Reduction of community outreach events	Unable to use community events to promote the Partnership and its recent report card	If in-person events are unable to be achieved, ensure active online presence. Develop and implement an online interactive strategy using social media events. Implement regular online seminars? Incorporate guest speakers	Likely	Minor	Medium	Requires action/ investigation

## Collaboration and networking:

Hazard Aspect	Potential Impacts	Mitigation Strategy	Likelihood (Mitigation)	Consequence (Mitigation)	Risk Level (Mitigation)	Risk Management Status
Reduced networking/collaboration opportunities /satisfaction with Partnership experience	N/A - not raised as an issue, but longer term effects could include fewer side projects as a result of collaboration opportunities not being identified through face to face contact And/Or Partners leaving because their Partnership experience wasn't as rewarding for them as it would have been with face to face meetings. Strategic Partnership Workshop participation would be more difficult, possibly resulting in fewer workshop outcomes of benefit to the Partnership.	Use chat room functions in Teams to encourage small group separate discussions. Identify and use programs or apps for white board functioning.	Likely	Moderate	Medium	Requires action /investigation

## Efficacy of Partnership Team:

Hazard Aspect	Potential Impacts	Mitigation Strategy	Likelihood Mitigation	Consequence Mitigation	Risk Level (Mitigation)	Risk Management Status
On-boarding new staff members online	Not a current issue, but possible if part-time staff is hired. This will cause longer time for onboarding, leading to delays in deliverables, hence potentially defeating the purpose of bringing on board a part time staff member.	Acquire office space ASAP. If a new staff member is brought on board, ensure that they are hired September (prior to busy period) to ensure efficient training. Ensure appropriate remote access facilities and apps available for use. Appropriate handover processes are in place.	Likely	Minor	Medium	Requires action/investigation
Integration of internal Report Card preparation process	2020 Report card launch delays due to continued disruption to internal work processes	Ensure appropriate remote access facilities and apps available for use	Unlikely	Minor	Low	Being monitored/assessed
Loss of staff and their corporate knowledge due to illness/leave	2020 Report card launch delays due to disruption to internal work processes	Ensure appropriate handover processes are in place (if possible). Hire part-time staff to help with the workload. Staff to develop work logs/diaries to track plans and	Possible	Major	High	Requires action/investigation

		decisions made for each project.				
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**Financial Viability:**

Hazard Aspect	Potential Impacts	Mitigation Strategy	Likelihood Mitigation	Consequence Mitigation	Risk Level (Mitigation)	Risk Management Status
Reduced Partner funding - Partners leaving	Lost CVA due to COVID-19	Actively contact Partners to monitor their ability to contribute funds. Review budget scenario based on this and the additional 2 years of government funding announced.	Unlikely	Minor	Low	Being monitored/assessed
Reduced Partner funding - harder to attract new Partners	2021/2022 budget reduced resulting in reduced programs/report card results being delivered and/or need to cut staff	Actively monitor Partnership comms data to assess ability to attract new funds. Review budget scenario based on this and the additional 2 years of government funding announced. Develop a strategic work plan to attract new partners.	Likely	Moderate	High	Requires action/investigation
Financial viability of host organisation	N/A - not identified as an issue	N/A	Rare	Minor	Low	No action required

## Core and Additional Monitoring Programs:

Hazard Aspect	Potential Impacts	Mitigation Strategy	Likelihood Mitigation	Consequence Mitigation	Risk Level (Mitigation)	Risk Management Status
Delays or cancellation of linked monitoring programs	Reduced indicator data in 2021 report card and reduced confidence associated with reported results. Reduced ability to make direct temporal comparisons. Worse case would be having to cancel the release of report card due to insufficient data. <b>NOTE: At this stage lost three months of WQ data from some providers for the 2020-2021 Report Card</b>	Continue to seek updates from external data collection agencies on the status of monitoring programs. Work with TWG and ISP to manage data gaps and the message around this.	Unlikely	Moderate	Moderate	Being monitored/assessed
Delays to or cancellation of additional programs	Delays to citizen science and Human dimensions monitoring programs, leading to delays in incorporating results in report cards until at least 2021 report card. <b>NOTE: CVA (which collected citizen science data) is no longer in Townsville and there has been few/no clean-ups within the Townsville region for the litter metric. It is unlikely Reef Check has completed volunteer surveys (for the coral metric)</b>	Continue to seek updates from external data collection agencies on the status of monitoring programs. Work with TWG and ISP to manage data gaps and messaging around this.	Unlikely	Moderate	Moderate	Being monitored/assessed



## Partnership Governance:

Hazard Aspect	Potential Impacts	Mitigation Strategy	Likelihood Mitigation	Consequence Mitigation	Risk Level (Mitigation)	Risk Management Status
MC and Partnership Meeting Attendance/Representation	Inability to gain quorum at MC meetings or disruptions to comms with Partners	Has not been an issue. Ensure appropriate remote access facilities and apps available for use by Partnership staff and that online meeting apps suit most MC members and Partnership organisations	Unlikely	Minor	Low	Mitigation in progress
Governance impeded by working remotely	Governance and financial management reviews becomes secondary to other business due to remote working, leading to pitfalls	Schedule governance and financial management reviews and raise any delays at MC meetings to identify solutions	Unlikely	Minor	Low	Requires action/investigation
Ability of host organisation to support Partnership staff with resources	N/A - no Partnership host -limited resources issues identified	N/A	Unlikely	Minor	Low	No action required
Technical review and endorsement of report card products delayed due to travel restrictions	Delays in gaining timely endorsement from the TWG and ISP for result inclusion in report cards due to remote working situation of TWG and ISP members	Work with OGBR to address and monitor TWG and ISP online meeting progress	Unlikely	Minor	Low	Being monitored/assessed

## Appendix C. Communications dashboard

Measure	2020					2021									
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec
Partners in the Program	15	15	15	15	15	16	16	18	19						
Event Participation	0	2	1	0	0	1	2	0	1						
Facebook followers	333	348	350		338										
Instagram followers	140	142	147		149										
LinkedIn followers	135	135	135		140										
Total Post engagements	n/a	n/a	10												
Media coverage (TV, radio, print)	0	0	0	0	0	0	0	0	0						
Newsletters sent to Subscribers	0	0	0	1	0	0	0	1	0						
Website traffic – total overall	283	128	106												
Partner Communication	0	0	1	1	1	0	1	0	1						

### Community, partner engagement and networking events:

Date	Event Type	Staff/Management Committee
October 2020	NQCC Burdekin Seminar	Annie Bauer-Civiello
October 2020	NQDT Community Grant Workshop	Annie Bauer-Civiello
November 2020	River Symposium Diversity in the Water Networking event	Annie Bauer-Civiello
November 2020	Presented at the Community Liaison Group with Port of Townsville	Annie Bauer-Civiello
February 2021	NQCC World Wetland Day event	Annie Bauer-Civiello
March 2021	School Presentation	Elaine Glen
March 2021	Reef Ecologic Citizen Science Workshop	Annie Bauer-Civiello
March 2021	OGBR Partnership Strategic Workshop	Annie Bauer-Civiello, Tegan Whitehead, Di Tarte, Sharon Marks, Chris Manning
May 2021	City of Science: Townsville event	Annie Bauer-Civiello

### List of Partnership meetings

November 2020	Management Committee and Partner Meeting
24 February 2021	Management Committee meeting
24 March 2021	Partner meeting
22 April 2021	Management Committee meeting

## Appendix D: Register of new Partners

List to changes in Partners as of October 2020.

Organisation	Date signed
MICDA	10 Feb 2021

NQCC	26 April 2021
Tangaroa Blue	23 April 2021