

Sustainable growth in **agriculture** and **tourism** in the **Derwent** and **Highlands**

A PLAN FOR ECONOMIC RECOVERY
2021–30



Image credit: Bottom-left, Liz Clark and right, Jonathan Wherrett

Summary

This plan was developed for the sustainable growth of the tourism and agriculture sectors in the Derwent Valley and Highlands of Tasmania. Contributors comprised regional producers, tourism operators, industry bodies, and local and state government staff, reflecting the proposition that regional planning is most successful when championed by communities in partnership with local government.

The plan assessed current barriers to growth in both sectors, how the sectors might work better together, and ways to involve the community in achieving sustainability. As the COVID pandemic struck midway through the plan's development, the scope was increased to incorporate a strategy for post-COVID recovery.

Collaboration and partnership between tourism and agriculture enterprises, and between municipal councils, is key to the growth of both sectors in the Derwent and Highlands. A regional approach to environmental matters, addressing accommodation and services gaps, increased information sharing, and involving Aboriginal interests are crucial to establishing a resilient basis for both sectors.

Key strategies for sustainable growth and COVID recovery of these sectors included:

- » Development of local carbon off-setting opportunities that are visible to visitors and improve landscape health with benefits to farm productivity, water quality and biodiversity to support establishing Tasmania as a carbon neutral travel destination
- » Development of theme based touring routes with roadside interpretation that provide local context to drive journeys
- » Investments in tourism infrastructure that improve road safety in agricultural areas
- » Biosecurity initiatives that improve hygiene practices of visitors to farms and wilderness tourism attractions
- » Support Aboriginal involvement in cross tenure fire management and tourism
- » Weed control programs targeted at protecting agricultural and tourism assets
- » Training and employing locals and providing incentives for local businesses to fill gaps in the 'holiday at home' market
- » Support for local businesses and community in planning for and recovering from a predicted increase in frequency of extreme events e.g. fires, floods, droughts and pandemics

Strategies are highly collaborative and organisations identified to lead each action will provide direction, though funding and resources will be leveraged from external sources. To monitor progress of this plan, each strategy outlined has five- and 10-year key performance indicators.



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1 Vision

A vibrant Derwent and Highlands, with agriculture and tourism businesses growing and working together to build economic, environmental and community resilience.

2 Purpose

The purpose of this plan is to:

1. identify roadblocks for growth in agriculture and tourism in the Derwent and Highlands
2. prevent poor outcomes that could arise from threats that these sectors pose to one another
3. encourage collaboration between agriculture and tourism businesses
4. enable the community to have input into strategies for sustainable growth for agriculture and tourism that will be used by government and industry to guide investment.

3 Introduction

This plan for the sustainable growth of tourism and agriculture in the Derwent and Highlands was developed in consultation with regional producers, tourism operators, industry bodies, and local and state government staff. For this plan, the Derwent and Highlands is considered to be within the boundaries of the Derwent Valley and Central Highlands municipalities. While these boundaries are administrative rather than geographic, the Derwent River is an important asset for these sectors in both municipalities. The selection of this region reflects that regional planning is most successful when championed by local communities in partnership with their local government representatives.

4 The Derwent and Highlands

The Derwent and Highlands represents one-fifth of the land area of Tasmania and half of the land area of southern Tasmania (Figure 4.1). The Derwent River is a central feature.

Figure 4.1. The location of Derwent and Highlands and the Derwent River.

The Derwent and Highlands region is dominated by the Derwent River and its main tributaries (the Ouse, Clyde, Shannon, Styx, Tyenna, Plenty, Broad and Lachlan Rivers), which connect many of the townships of the region (Figure 4.2).



Figure 4.1. The location of Derwent and Highlands and the Derwent River.

The diversity of the region is immense, with the highland lakes producing hydro-electric power, the tall forests, multiple entrances to the Tasmanian Wilderness World Heritage Area, one of Tasmania's most visited National Parks (Mount Field), Tasmania's premier fly-fishing river (the Tyenna), and agricultural land that produces some of Tasmania's highest value export commodities.

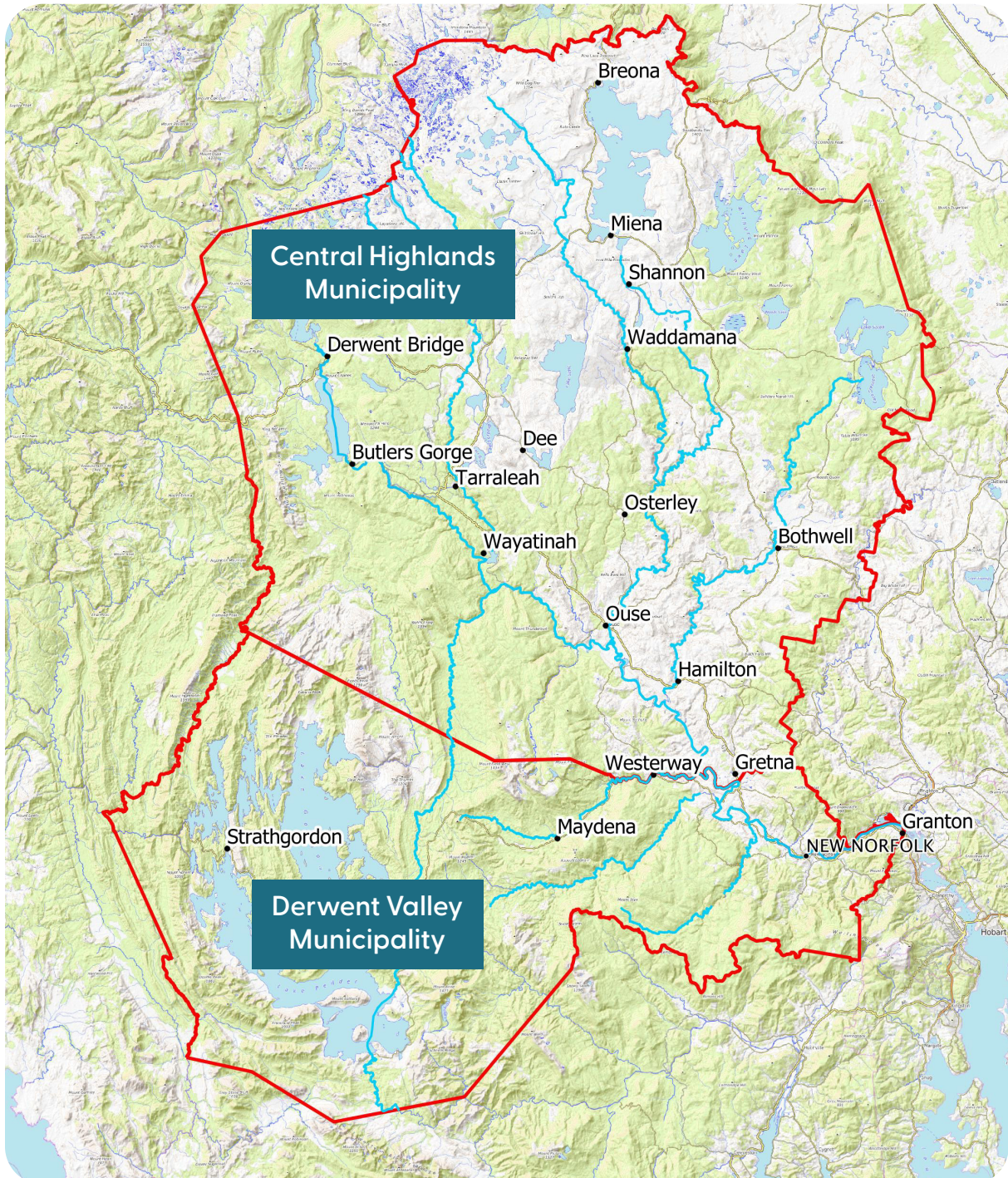


Figure 4.2.2 A map of the Derwent and Highlands region.

These landscapes are linked by a crucial water resource, the Derwent River and its tributaries. The Derwent River is the lifeblood of the region and provides valuable fresh water to hydro operations, forestry, agriculture, aquaculture, tourism and recreation activities like kayaking and whitewater rafting. Originating at Lake St Clair and flowing 239 km southwards to Hobart, the river is fed by many tributaries and in some places contributes to Tasmania's complex hydroelectric scheme.

Although it is named for the river valley, the Derwent Valley municipality contains a relatively short length of the Derwent River's valley, close to its regional centre, New Norfolk. It is instead dominated by the Derwent's tributaries, the Tyenna, Styx and Plenty Rivers. Conversely, the Central Highlands contains the majority of the Derwent River's valley, with the agriculture areas surrounding the river in this municipality known locally as the upper Derwent. Along with sharing the Derwent River's valley, the Derwent Valley and Central Highlands municipalities also share communities, with many agriculture and tourism businesses physically crossing municipal boundaries.

The communities of the Derwent and Highlands – like the landscapes, the river and its tributaries – are also diverse. They do, however, have lots in common. They both are sparsely populated, considered as remote, and have relatively low average income, high unemployment and low education levels compared with the Tasmanian average. The Derwent Valley is much less remote than the Central Highlands and has a larger population, a proportion of which routinely commutes into greater Hobart for work.

While understanding the differences between the communities of the Derwent Valley and Central Highlands is important to the development of this plan, it is also important to acknowledge that there is as much variation in community outlook and perspective within these boundaries as there is between them.

4.1 Derwent Valley

The Derwent Valley municipality is 410,811 ha. In 2018 there were 10,290 people within its boundaries (ABS 2020a). Most employed people were working as health care and social assistance workers, closely followed by technicians and trades workers. The top five industry employers were: social assistance, aged care, primary education, supermarkets, and hospitals. The municipality has a mix of residents who live in larger towns, on small acreages and larger farming properties. Due to their proximity to Hobart, many residents of Granton, Molesworth, Glen Dhu, Sorell Creek and New Norfolk commute out of the Valley for work. While there has been a decrease in the prominence of agriculture as a large employer, horticulture and livestock grazing are still important contributors to the local economy; some of the largest Australian exporters of cherries and hops are in the Valley.

Derwent Valley Council recently produced, with the local community, the *Our Valley 2030: Derwent Valley Community Strategic Plan*. It describes a shared community vision for the future of the Valley in which tourism and agriculture play important roles. Community consultation for *Our Valley 2030* highlighted the importance of the beauty of the Valley's preserved natural environment and the produce and lifestyle it provides for a prosperous and proud community. The community aspires to cultivating new, existing and diverse businesses, building a collective sense of purpose and promoting growth linked to the image of the Valley being 'clean and green'.

The Derwent Valley community wants to see economic growth while making sure that the Valley remains an attractive place to live and work. Maintaining a healthy environment has huge benefits to the agriculture and tourism sectors and plays a critical role in sustaining liveable communities and enhancing the wellbeing of the people of the Derwent Valley. The clean green image is also key to the appeal of many of the agriculture and tourism products offered by local businesses.

The community faces some challenges in long-term poverty, unemployment and low levels of education. Building local jobs and opportunities for new businesses that will stay in the Valley in the long term is key for addressing these challenges.

The development and implementation of this plan aligns with the five strategic actions listed in the *Our Valley 2030: Derwent Valley Community Strategic Plan*:

- 1.1 Facilitate partnerships and discussion to identify education and training opportunities to meet the Valley's future economic needs**
- 2.5 Promote community understanding of infrastructure needs and priorities**
- 3.2 Develop a sustainable land use strategy that facilitates considered growth and tourism while preserving and protecting our natural and built environment and strategic farmland**
- 3.6 Encourage Biosecurity Tasmania to implement strategies as required ensuring our agriculture sector is protected**
- 3.7 Support and encourage sustainable agriculture programs**

4.2 Central Highlands

The Central Highlands municipality is 798,241 ha and in 2018 there were 2,144 people within its boundaries (ABS 2020b). During the summer months the population of the Central Highlands can increase to up to 60,000 with campers and shack owners (CHC 2016). It supports a large and diverse agriculture industry, and a significant livestock industry including meat and dairy production and more than 15% of the state's sheep and lambs (CHC 2015). Most employed people are employed as support staff for farms, with sheep and beef cattle farming the top industries of employment (ABS 2020b). The horticulture sector produces grapes, stone fruit and berries, and together with forestry, power production, trout fishing, tourism and recreation, contributes to making the municipality a diverse rural location.

Central Highlands Council's vision is to provide residents and visitors with opportunities to participate in and enjoy a vibrant local economy, a rewarding community life, cultural heritage and a natural environment that is world class. Their Strategic Plan (2015–24) describes a balance between encouraging economic viability and responsible management of the natural resources and assets.

Central Highlands Council recently worked with the local community on the *Central Highlands Health and Wellbeing Plan: 2020–25*, which captures the community's aspirations for their future wellbeing. It aims to ensure children and young people are invested in life in the Central Highlands and are connected to education and employment opportunities that capitalise on the region's natural assets. The Central Highlands faces similar long-term challenges to the Derwent Valley's, with higher unemployment, lower incomes, and lower education levels compared with the rest of Tasmania. Remoteness, social isolation, and poor transport options and road quality were identified as challenges for community health and wellbeing.

The *Central Highlands Health and Wellbeing Plan* acknowledges the Central Highlands as the traditional land of the Big River Tribe. It also acknowledges that many Aboriginal families still live in the Central Highlands and they continue to practise their culture, gathering traditional foods and medicines locally and across Tasmania.

The development and implementation of this plan contributes to 10 strategic actions under the *Central Highlands Strategic Plan: 2015–24*:

- 4.6** Strive to provide a clean and healthy environment
- 4.7** Support and assist practical programs that address existing environmental problems and improve the environment
- 5.1** Encourage expansion in the business sector and opening of new market opportunities
- 5.4** Encourage the establishment of alternative industries to support job creation and increase permanent residents
- 5.5** Promote our area's tourism opportunities, destinations and events
- 5.6** Support existing businesses to continue to grow and prosper
- 5.7** Develop partnerships with State Government, industry and regional bodies to promote economic and employment opportunities
- 5.8** Work with the community to further develop tourism in the area
- 6.5** Provide advocacy on behalf of the community and actively engage government and other organisations in the pursuit of community priorities
- 6.6** Consider Council's strategic direction in relation to resource sharing with neighbouring councils and opportunities for mutual benefit
- 6.7** Support and encourage community participation and engagement

... and two future wellbeing actions listed under the *Central Highlands Health and Wellbeing Plan: 2020*:

- 5.** Report on and renew the Central Highlands Destination Action Plan 2016–19
- 6.** Support tourism infrastructure and development that align with the qualities, strengths and values of the Central Highlands

5 Agriculture sector

The agriculture sector is an important contributor to the economy of the Derwent and Highlands. High-value agricultural commodities include beef, berries, cherries, dairy, prime lambs, hops and wool. The region supports some of Australia's largest producers of export-quality cherries, hops and raspberries. Most of the agriculture businesses in the region are mixed farming enterprises, with both cropping and livestock.

Where primary industries have remained a stable and important employer in the Central Highlands (114 agriculture, forestry and fishing businesses employing 33.4% of employed people), this has decreased both in number of businesses and proportion of employment between 2014 and 2019 in the Derwent Valley (ABRS 2020a&b). Farming businesses are estimated to jointly employ a seasonal casual workforce of over 1,000 people per year.

The Tasmanian Government has set a target to grow the farm gate value of Tasmanian agriculture to \$10 billion by 2050 (Agri-growth 2019). The Derwent and Highlands, with access to the Southern Highlands Irrigation Scheme and recent expansion in horticulture and dairy, is identified as a major contributor to this growth through the production of high-value export commodities. Irrigation from the Derwent, Clyde and Ouse Rivers and Lake Medowbank also significantly supports agriculture in the Derwent and Highlands. Access to irrigation water is key to agricultural growth. The Clyde Water Trust estimates that for each TML water available to agricultural production returns \$400 to the farmer and \$1,000 to the local community.

Many agriculture and horticulture businesses are increasing their emphasis on sustainability. Some of the key issues that are likely to impact on production, social and environmental values of the region with unsustainable industry growth are listed below:

- » Irrigated pasture (dairy and prime lambs) – lack of skilled labour, water quality (nutrient and sediment runoff and stock in waterways), water supply and declining soil health
- » Dryland grazing – lack of skilled labour, pasture quality, short growing season of unirrigated pastures, and ground cover (especially on north-facing slopes)
- » Horticulture – lack of skilled labour, lack of accommodation for seasonal workers, water quality, water supply, biosecurity, pollination services and declining soil health

The long-term impacts of the COVID-19 pandemic on the growth of the agriculture sector of the Derwent and Highlands is still unfolding. Early disruptors and likely impacts are described in Section 8.2.

6 Tourism sector

The Derwent and Highlands provides visitors with a wide range of experiences, with multiple gateways to the Tasmanian Wilderness World Heritage Area (at Strathgordon and Derwent Bridge), one of Tasmania's most popular National Parks (Mount Field), Tasmania's premier fly-fishing river (the Tyenna), Australia's second-largest freshwater lake, Yeringalla/Great Lake, and Australia's deepest freshwater lake, Lake St Clair.

The Tasmanian Government has projected 5.5% growth in visitor numbers each year for five years to reach 1.5 million visitors by 2020 (DTHE 2015). This increase is predicted to lead to 20,000 new jobs in the tourism sector in the state. By the end of 2019, Tasmania's tourism market was well on the way to this target, with 1.35 million visitors and 22,300 direct and 20,900 indirect jobs (DTHE 2020).

Mount Field National Park, the key attraction to the Derwent and Highlands, is one of the oldest protected wilderness areas in Australia. The park is known for its high-altitude lakes, snow-capped mountain peaks in the colder months, and stunning waterfalls including Lady Barron Falls, Horseshoe Falls and Russell Falls. Mount Field National Park has attracted 28% more visitors in the five years up to 2018–19, with 204,000 visitors in this financial year (most recent published visitor numbers, PWS 2019). The Tasmanian Government recently invested in improving the visitor experience to Mount Field National Park, with upgrades to the popular walking track at Russell Falls.

There is a rich and diverse range of other tourism attractions in the Derwent and Highlands including the Maydena Mountain Bike Park, guided wilderness experiences, fishing and golfing in the Highlands, forestry and hydro-electric heritage experiences (e.g. the Wall), events celebrating the Highlands culture (Bushfest and Liawenee Trout Weekend), and a wide range of agri-tourism experiences such as distilleries, wineries, farm gate sales, farm stays and farm tours (see Section 7). These tourism attractions all benefit from increased visitor numbers to Mount Field National Park, and a key challenge of the region's tourism sector is how to keep these visitors in the region for longer.

With the tourism sector's focus on experiencing the natural beauty and agricultural productivity of the region, maintaining the health and condition of the region's natural assets is key to sustainable growth, especially those related to:

- » scenic beauty – forest health and harvesting, ground cover on agricultural land (especially north-facing slopes)
- » recreational access to rivers and lakes – water quality and quantity, riverbank condition (weeds, stock access).

Like the agriculture sector, growth of the tourism sector is also impacted by a lack of skilled labour, especially in more remote locations.

The long-term impacts of the COVID-19 pandemic on the Derwent and Highlands tourism sector are still to be fully realised, however a few tourism businesses have already closed, and many are uncertain of their future. Likely long-term impacts are described in Section 8.2, with recovery strategies outlined in Section 9.

7 Agri-tourism

The Derwent and Highlands have an increasing offering in premium food and beverage related experiences. These experiences all fit the broad definition of agri-tourism, which includes all on-farm experiences and associated community/industry activities (DSG 2016). The Tasmanian Government's agri-tourism position paper describes three categories of agri-tourism:

- » Fixed attractions in regional areas. Examples include farm stays, oyster and mussel farms, chocolate and cheese factories and other food processing facilities, breweries, wineries, whisky distilleries and pick-your-own-fruit experiences.
- » Events based on an agriculture theme. These include food and wine festivals, farmers markets, cider/beer festivals and events such as Agfest.
- » Services based on a regional food/beverage experience. Cooking schools, fishing trips, beer making classes, and food and beverage tours are considered services.

A key element of many of the Derwent and Highlands' successful tourism enterprises is sharing the agricultural produce of the region through farm gate sales and farm experiences. Diversifying income through tourism has increased several multi-generational farms' viability. The diversity of income for agri-tourism businesses who offer both working farm and tourism experiences has buffered some from the early impacts of the COVID-19 pandemic, while impacts on incomes for tourism-only businesses have been more severely affected.

The current approach to agri-tourism is not a good fit for all farms, however, as larger commercial farms are busy workplaces are not always safe for visitors unless they have invested in facilities and staff to welcome and spend time with them. The region is unique in the diversity of commodities that are of export quality i.e. dairy, fruit, hops, meat and wine. Collaboration and partnership between tourism and agriculture enterprises is key to the growth of both sectors in the Derwent and Highlands, and these collaborations could take many forms (see Section 10.1 for action planning on this topic) including helping to showcase the unique aspects of the regions agricultural sector.

8 SWOT analysis of agriculture and tourism in the region

An analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the agriculture and tourism sectors of the Derwent and Highlands, with a focus on those shared between sectors, was undertaken in a community workshop and through a series of one-on-one interviews with key sector representatives. A summary of the findings is presented in Table 8.1.

This process was used to identify topics for which regional action planning was required to improve outcomes, address key threats and capitalise on opportunities (see Section 10). It highlighted a number of issues for which there is a significant cross-sector or SWOT interplay, outlined in more detail in Section 8.1.

The exercise was undertaken prior to the COVID-19 pandemic. To address the threat this global crisis has posed to the agriculture and tourism sectors of the Derwent and Highlands, this issue and its impacts were investigated through interviews and input from industry bodies, key sector and local government staff supporting individual businesses (see Section 8.2).

Table 8.1 Summary of SWOT findings

Agriculture

Strengths (+)	Weaknesses (-)
<ul style="list-style-type: none"> » Export-quality produce » Best-practice agriculture » Market advantage with Tasmania's relative pest- and disease-free status » Most farms are under mixed management and produce more than one commodity e.g. livestock and cropping » Many farm businesses have diversified into agri-tourism 	<ul style="list-style-type: none"> » Low level of ground cover, especially on cleared north-facing slopes » Our climate – short growing season (especially unirrigated pastures) » Future water supply – likely to decrease with predicted reduction in rainfall » Lack of skilled labour » Wildlife browsers and deer impacting on pasture availability for livestock and the cost of establishing trees in the landscape » Declining soil health through intensification of irrigation » Declining river health and water quality: <ul style="list-style-type: none"> • nutrient runoff • cleared native riverbank vegetation • infestation of crack willow » Lack of involvement of Aboriginal people in fire management
Opportunities (+)	Threats (-)
<ul style="list-style-type: none"> » Increase in access to water through new irrigation schemes » Develop an agri-tourism touring circuit showing large commercial farms with export-quality produce » Benchmark sustainability credentials » Create premium branding of Derwent and Highlands producers » Increase value adding to agricultural products through processing and manufacture within the region » Increase farm gate sales during tourist season » Climate change providing opportunities for new commodities 	<ul style="list-style-type: none"> » Peri-urban and rural interface » Poor biosecurity practices: <ul style="list-style-type: none"> • quarantine entry ports • local practices between properties » Weeds and pests – distributions and species are likely to change with a changing climate and increased growth » Water use by willows in infested waterways - 1 ha of willows uses between 3.9 and 5 ML of water per year » COVID-19 – access to seasonal workers, not wanting to move once completed, if restrictions are in place during harvest for key commodities e.g. cherries, hops, berries » Climate change and increased frequency of extreme events e.g. fire, flood and drought

Tourism

Strengths (+)	Weaknesses (-)
<ul style="list-style-type: none"> » Natural assets: <ul style="list-style-type: none"> • Russell Falls and Mount Field • Highland Lakes • Derwent River • Tyenna River • Multiple entrances to Tasmania Wilderness World Heritage Area » Increasing visitor numbers to Mount Field National Park – 204,000 in 2018–19, up 4% from previous year » Distance from Hobart Airport – the region can be visited as a day trip » Investment in road safety on roads with high visitor use e.g. Glenora Road upgrade 	<ul style="list-style-type: none"> » Unmanned fuel stations e.g. Hamilton » Early closing time for many businesses e.g. food and fuel » Lack of diversity in accommodation options e.g. few options for groups, luxury experiences, season workers » Lack of diversity for eating out » There are few restaurants, cafes and other eateries, and opening hours suit local customers rather than visitors (rarely past 6pm) » Lack of skilled labour » Tourist information centres (New Norfolk and Bothwell): <ul style="list-style-type: none"> • volunteer run • limited hours, lack of information on local businesses » Distance of travel between businesses in rural/regional areas » Lack of the perspectives and stories of Aboriginal people
Opportunities (+)	Threats (-)
<ul style="list-style-type: none"> » Utilise the old Derwent Valley Rail for tourism e.g. develop a cycleway and/or repair and re-establish rail transport » Growing sector providing consistent local work for local people » Share information between businesses to encourage visitors to spend more time in the region » Develop collaborative tourism experiences to encourage longer stays, or return; take advantage of flexible and more options » Climate change – increased visitation from heat-impacted areas » Diversify accommodation options such as camping on private land as facilitated by apps such as YouCamp and WikiCamp » Promote natural values e.g. platypus places and cider gums » Improve access to upper Styx and Florentine rivers » Winter – Dark Mofo has proven the ability of people to get out to the regions and experience the season 	<ul style="list-style-type: none"> » Poor forest practices planning especially clearance of plantations directly adjacent to waterways which is allowed for plantations established before January 2001 in the Forest Practices Code. » Energy cost making international travel too expensive » Development that impacts on visitor experience and farm business » Over-tourism or 'over loving' the experience » COVID-19 – business have had to temporarily or permanently shut down due to social distancing requirements » Climate Change – Increased frequency of extreme events – fire, flood and drought. » Bare, cleared, north-facing slopes » Declining river health and water quality

Cross-sector

Strengths (+)	Weaknesses (-)
<ul style="list-style-type: none"> » Diversity of offering – natural assets, agri-tourism, adventure tourism, passive wilderness touring » Close to capital city – within an hour's drive of Hobart Airport 	<ul style="list-style-type: none"> » Derwent and Highlands as a region is split over two council areas » Bare, cleared north-facing slopes impact on visual amenity and productivity » Lack of skilled labour » Lack of public transport options, particularly for backpackers (tourists and seasonal workers in agriculture) » Lack of cross-sector consultation with local Aboriginal people and community groups
Opportunities (+)	Threats (-)
<ul style="list-style-type: none"> » Regional tourism and agriculture businesses working together: <ul style="list-style-type: none"> • cooperative designed experiences • experience development and destination development • cooperative and collaborative marketing and branding » Create a digital list of heritage properties » Education – provide appropriate information to tourists to add value » Build community gardens that educate on sustainability and promote fresh produce to tourists » Make the Valley a stayover destination and not just a day trip » Extend the use of Derwent Valley Branding to Central Highland businesses in the Upper Derwent 	<ul style="list-style-type: none"> » Road safety, with increased traffic in rural areas during the often-overlapping harvest and tourism seasons » Poor waste management, with lack of recycling options » Poor biosecurity practices coupled with increased visitor numbers » Closure of Norske Skog – the loss of a major regional employer would have impacts on other sectors due to families moving away from the region » Climate change – increased frequency of extreme events e.g. fire, flood and related road closures » COVID-19 – businesses have had to temporarily or permanently shut down due to social distancing requirements

8.1 Cross-sector interplay in SWOT analysis

Several SWOT topics displayed significant cross-sector interplay across the Derwent and Highlands.

Climate change. Climate change poses threats and presents opportunities to the Derwent and Highlands agriculture and tourism sectors (Table 8.1). Climate change predictions include warmer and drier conditions (especially for the Highlands) and more extreme events such as flood and wildfire (Climate Futures 2010). The predicted changes in temperature are less extreme for Tasmania than for mainland Australia (Climate Futures 2010), which is likely to provide opportunities for both agriculture and tourism in the region. While many of the threats posed by climate change will be realised over longer time frames – with preparedness planning key to successful adaptation – communities are currently impacted by the increased frequency of extreme events such as fire, flood and drought. For these events there is an immediate need for action and adaption support for regional businesses.

Agriculture industry bodies have developed useful climate change principles and resources to help producers adapt to climate change:

- » Meat and Livestock Australia (MLA) – <https://www.mla.com.au/research-and-development/Environment-sustainability/climate-change-and-variability/climate-change-information/>
- » Horticultural Innovation Australia (HIA) – <https://www.horticulture.com.au/growers/help-your-business-grow/research-reports-publications-fact-sheets-and-more/ah06019/>
- » Dairy Australia – <https://www.dairyaustralia.com.au/land-water-and-climate/climate-change-and-weather/extreme-weather#.YDbfTxNLhTZ>

There are no industry-specific resources for addressing the impact of, or adaptation to, climate change for the Australian tourism sector, however there are useful resources developed by government and NGOs:

- Climate Change Council – <https://www.climatecouncil.org.au/uploads/964cb874391d33dfd85ec959aa4141ff.pdf>
- Tasmanian Department of Premier and Cabinet – http://www.dpac.tas.gov.au/_data/assets/pdf_file/0009/174834/Adapting_to_climate_change_in_Tasmania.pdf

Communication and education. There were several areas identified that could benefit from improved communications and educational resources.

Communications between regional business:

- » Logistics: closing times, maps of local touring routes, list of food and accommodation businesses on route to visitors' next destination
- » What is happening in the local area: where in the region to direct visitors for certain experiences e.g. the best place to see platypus, where to go for a farm tour, what local producers are producing and where

Education and interpretation for visitors:

- » Where your food comes from: show casing best-practice agriculture and high-value exports, roadside stops and interpretation with a production focus
- » Expected visitor behaviour: where camping is allowed, littering, good biosecurity practices
- » Visitor safety: road safety in agricultural areas, what to do if there is a fire or flood

Increased local government collaboration. There was a range of areas in which participants called for increased collaboration between DVC and CHC to support sustainable growth. These include:

- » waste management in high visitation areas
- » infrastructure planning and maintenance
- » the mechanisms used for community requests for council investment or support for tourism initiatives
- » support of place-based branding and marketing
- » alignment of community grant programs.

Mechanisms for shared maintenance already existing between DVC and CHC who currently shared the maintenance of Meadow Bank Road.

Agri-tourism in the Derwent and Highlands. Tasmanian regional areas that are destinations due to their successful and diverse agri-tourism offerings, e.g. Huon Valley and the Tamar, are dominated by small hobby farms that produce a wide range of boutique, value added products that are ideal for current models of agri-tourism. While there are many smaller farms in the Derwent and Highlands production areas are dominated by large commercial farms that produce export grade produce across a wide range of commodities. These diverse agricultural landscapes represent a unique agricultural visitor experience for the region. However, showcasing these attributes without impacting on farm productivity requires a different approach to other regions known for their agri-tourism. Collaboration and partnership between tourism and agriculture enterprises is key to helping to showcase the unique aspects of the regions agricultural sector and opportunities include:

- » Promotion of clustering of agri-tourism business and creation of agri-tourism circuit focused with roadside stops and other signage supporting interpretation of:
 - large commercial farms with export commodities
 - on-farm plantings funded through carbon-off setting from tourism business and travellers
- » Networking between tourism and agricultural businesses:
 - Connect tour operators and accommodation providers with local producers
 - Develop local food networks with increased showcasing of local produce by local eateries, accommodation providers and providers

Airbnb, camping apps and avoiding over-tourism. There was a range of views from participants on the prevalence and regulation required for Airbnb and camping apps e.g. YouCamp, WikiCamp. While these platforms represent opportunities for some business to diversify their accommodation offerings and reach, others see that their unregulated growth can have negative social and environmental outcomes and increase the risk of over-tourism. Airbnb and camping apps are also seen to encourage self-catering visitors and in many cases the money doesn't stay in the community as many property owners live interstate. There was also a concern that they pose a reputational risk for the region, as a poor experience could impact on visitors' return rate.

Over-tourism is when visitor numbers lead to overcrowding in areas where residents suffer the consequences of tourism peaks, and where this overcrowding leads to permanent changes to lifestyles, access to amenities and general well-being (Milano et al 2018). Over-tourism is a complex, global phenomenon and while digital platforms such as Airbnb are a compounding factors, the growing global population, cheaper and larger-scale international travel, changing

tourist behaviour, poor tourist dispersal and narrow marketing strategies are also key drivers (Goodwin 2017, Dodds and Butler 2019). The effects of over-tourism are on hold across the globe with the travel restrictions associated with the COVID-19 pandemic, which has been seen as an opportunity to reset tourism in a number of global tourism hotspots (Momigilano 2020, TNZ 2020). While the Derwent and Highlands do not experience the tourist numbers of these places it is clear the local communities are aware of the risks of unsustainable tourism growth and want to maintain the liveability of their region.

Those concerned with the unregulated use of camping apps in the Derwent and Highlands believed that there is much to learn from over-tourism in New Zealand, including the country's move to a less regulated interpretation of camping space. Through the Freedom Camping Act (2011), put in place to accommodate international visitors for the 2011 Rugby World Cup, the national government allowed camping in a broad range of public spaces while devolving infrastructure responsibility and compliance to local councils (Billiante 2010, Ashton 2019). As freedom camping numbers rose, residents have become angry at having to fund camping infrastructure while living with the negative social and environmental effects and questioned the value proposition of freedom camping (Ashton 2019).

Under current Tasmania regulations New Zealand's experience with the impacts of freedom camping are unlikely to be seen. YouCamp and WikiCamp help people to access camp sites on private land. In the Derwent and Highlands, the establishment of camping sites on private land is regulated by local government and requires approvals that include environmental and visitor safety conditions that mitigate the environmental and social impacts seen in New Zealand. It is possible that these impacts could occur with an increase in the number of unapproved camping sites on private land and a lack of enforcement of restrictions to camping on public land.

While there is a clear argument that unregulated use of platforms such as Airbnb, YouCamp and WikiCamp can lead to questionable value propositions for tourism on the local scale, there are also pitfalls in a sole focus on high-value, high-yield tourism products designed to encourage fewer visitors paying for high-cost experiences. This has been highlighted by the current COVID-19 travel restrictions, which are likely to impact on the access of higher-paying visitors for longer than local tourists. Many of the visitors who are prepared to pay for high-value tourism products are from interstate and international markets. It is likely that a balanced approach that caters for a range of visitor budgets will aid recovery of the Derwent and Highlands tourism sector.

Lack of skilled labour. Access and retention of skilled labour in remote areas of the Derwent and Highlands is problematic for both tourism and agriculture businesses. This has been recognised as a barrier for economic growth by both the Derwent Valley and Central Highlands Councils and the communities they represent (DVC 2019, CHC 2015). While commensurate pay and conditions is a strong incentive for skilled workers, this can be difficult for small businesses to achieve in early stages of growth. Obtaining a skilled local labour force can also be difficult for larger businesses as local cultural nuances can impact on-job performance, especially for seasonal work. Clear career pathways and on-the-job training opportunities are useful for motivating local school leavers to stay in the region. Government support of local businesses to attract skilled labour and upskill people interested in living in the region would be of great benefit to the growth of tourism and agriculture in the region.

Degraded and unbalanced landscape processes. There are several landscape processes that are either degraded or unbalanced and are affecting the sustainable growth of agriculture in the region. Addressing this degradation requires coordinated management across multiple tenures, and would involve:

- » declining river health and water quality
- » soil erosion from cleared north-facing slopes
- » declining soil health through compaction caused by intensive irrigation and production
- » uncoordinated planned burning changing vegetation communities and increasing the risk of larger wildfires – issues with both too frequent and long unburnt areas resulting from a loss of local confidence in planned burning
- » high wildlife and deer browsing pressure across the region due to unsustainable browser populations.
- » clearing of native vegetation having a cumulative impact on biodiversity and ecosystem resilience – smaller scale contemporary clearing has increased cumulative impacts due to large scale historic clearing

Consultation and inclusion of Aboriginal people. Participation in this planning process focused on representatives from established tourism and agriculture businesses and was not tailored or resourced to incorporate the aspirations and perspectives of Aboriginal people. The absence of Aboriginal perspectives was noted as a weakness of the region's agriculture and tourism sectors, both in terms of creating an authentic sense of place and in incorporating Aboriginal land management practices to address some of the degraded and unbalanced landscape processes affecting sustainable growth.

The Central Highlands Council has a unique opportunity to be at the forefront of the inclusion of the aspirations of Aboriginal people in regional land management and tourism initiatives in Tasmania. The Highlands comprises Aboriginal owned and managed land (trawtha makuminya) and is home to the culturally significant cider gum. Council has identified the importance of providing for the health and wellbeing of Aboriginal families (CHC, 2020).

8.2 COVID-19 impacts

The travel restrictions and social distancing requirements that have been necessary during the global COVID-19 pandemic have impacted significantly on the tourism sector around the world. In Australia, travel restrictions are likely to be in place for some time, especially for international travel. In the Derwent and Highlands some businesses have permanently closed, where others have reopened or plan to reopen as travel restrictions are lifted. Some businesses took the opportunity for maintenance activities during the shutdown and were unable to respond to the early lifting of social distancing and travel restrictions. Parks and reserves were closed in late March 2020 and re-opened in mid-June 2020.

For many, the impacts of the COVID-19 pandemic have come after two consecutive tourism seasons impacted by wildfire and associated restrictions of movement. They were relying on a good season to remain viable. Without well considered and tailored government support the region's tourism sector is at risk of losing much of its diversity.

With the easing of social distancing and travel restrictions since lockdown the tourism market is undergoing what is likely to be a long period of change with 1. Tasmanian travellers, 2. interstate travellers and 3. international travellers returning, in that order. While interstate and international travel from New Zealand has resumed, changing travel restrictions in response

to new outbreaks is creating uncertainty that discourages many from unnecessary long-distance travel. This has meant that the Tasmanian traveller holidaying at home will remain key to supporting the tourism sector's early recovery. Pre-COVID-19, much of the Derwent and Highlands tourism sector is pitched at interstate and international markets, who are often higher yielding customers prepared to pay more for food, accommodation and experiences than the local Tasmanian market.

Visitation to Mt Field was down 18% in 2019-20 from visitor numbers in 2018-19, with the reduction attributed primarily to the pandemic (PWS 2020). As Mt Field is close to Hobart it has been a popular destination for those from Greater Hobart. Since the reopening of parks and reserves in mid-June 2020 there have been strong forward bookings of the Government Huts at Mt Field especially on weekends (PWS 2020).

The agriculture sector was buffered from the initial impacts of the COVID-19 pandemic, though there were impacts on the workforce from travel restrictions, reduced markets for producers selling to Hobart-based restaurants catering for interstate travellers, and supply chain disruptions. Workforce difficulties were predicted over the 2020-21 harvest season, especially for fruit growers who depend on interstate and international pickers, however these did not impact harvest as much as anticipated.

9 Strategies for sustainable growth and COVID-19 recovery

The SWOT analysis and interviews were used to develop a range of strategies to promote recovery and sustainable growth in the Derwent and Highlands agriculture and tourism sectors (Table 9.1). The Regional Development Australia Principles for Economic Recovery (RDA 2020) were taken into consideration. Recovery opportunities should prioritise:

- » employment, including training opportunities, for local people out of work through COVID-19 impacts
- » tailored support for local businesses dealing with COVID-19 impacts
- » incentives for businesses filling identified gaps in the tourism and agriculture sectors and marketing to the holiday at home tourism market.

Table 9.1. Strategies for sustainable growth in the Derwent and Highlands agriculture and tourism sectors. * indicates strategies and actions that have the potential to contribute to COVID-19 recovery. Lead organisation will provide the direction for actions, though for many actions funding and resources will be leveraged from external sources in collaboration with support organisations.

Strategy	Actions	Timeline	Roles	Existing resources
1.1 Develop shared approaches between CHC and DVC to support businesses that operate across municipal boundaries	Consider resourcing shared positions for community outreach and support hosted within community organisations e.g. shared Regional Development Officer with tourism focus (see collaborative tourism and infrastructure action plans)	2021-2023	Lead: CHC and DVC Support: DVT and DCP	CHC and DVC model for shared NRM services through the Derwent Catchment Project
	Coordinate waste management services, with a focus on areas with population growth and high visitation. This would include linking local businesses with existing programs, including examining any impediments to the utility of these programs in the Derwent and Highlands.	2021-2023	Lead: CHC and DVC Support: Local Government Association of Tasmania (LGAT)	Drum Muster Environex Container deposit scheme (in development)
	Develop a regional approach to quality, safety and environmental requirements for Airbnb, WikiCamp etc.	2021-2025	Lead: LGAT Support: CHC and DVC	
1.2 Provide support and incentive for businesses filling identified gaps in tourism and agriculture sectors *	Increase options for eating out – later opening hours, eateries, restaurants *	2021-2025	Lead: TICT, DVT, Destination Southern Tasmania Support: State and Commonwealth government	
	Address accommodation gaps – luxury and group accommodation *	2021-2025	Lead: TICT, DVT, Destination Southern Tasmania Support: CHC and DVC	
	Local value adding to agricultural products through second tier process manufacture *	2021-2025	Lead: DCP producer group Support: Industry groups, CHC and DVC	

Strategy	Actions	Timeline	Roles	Existing resources
1.2 continued	Tourism business to offer activities for local corporate businesses +	2021-2020	Lead: TICT, DVT, Destination Southern Tasmania Support: CHC and DVC	
	Provide support and incentive for business that are prepared to offer on the job training with clear career pathways to upskill people that have lost work through COVID-19 impacts	2021-2022	Lead: State and commonwealth government Support: CHC and DVC	
1.3 Provide support and incentive for tourism initiatives that cater to local travellers e.g. Tasmanian and mainland +	Open 4WD drive route from Dover to Miena along existing gravel road network +	2022-2020	Lead: TICT, Destination Southern Tasmania Support: STT, CHC, DVC and Huon Valley council	
	Consider tourism options for old Derwent Valley rail corridor +	2025-2030	Lead: DVT, Destination Southern Tasmania Support: DVC, Derwent Valley Railway (DVR)	DVC rail corridor feasibility study – establishing rail transport high cost and not feasible for DVC
	Establish, and improve awareness of existing, community gardens – bushfood and produce +	2023-2030	Lead: CHC and DVC	New Norfolk community garden Bothwell Native garden Ouse community garden
	Maintaining amenity values in public open space utilised by tourists e.g. RV parking	2021-2030	Lead: CHC and DVC	DVC Open Space strategy (in development) Platypus walk in Hamilton

Strategy	Actions	Timeline	Roles	Existing resources
1.4 Encourage and support information sharing between local businesses	Facilitate networking events for local tourism businesses	2022-2030	Lead: shared Regional Development Officer (see Section 10.1) Support: TICT, DVT, Destination Southern Tasmania	
	Improve communications and interpretive resources as described in collaborative tourism action plan (see Section 10.1)	2022-2030	Lead: shared Regional Development Officer (see Section 10.1)	see Section 10.1
1.5 Develop and resource new and existing cross-tenure programs to address degraded landscape processes	Implement and resource river recovery programs on the Ouse, Clyde, Tyenna, Styx and Lachlan Rivers, Glen Dhu Rivulet and Sorell Creek *	2021-2030	Lead: DCP Support: IFS, Willow Warriors, DEP, CHC, DVC	Derwent Catchment River Health Plan (in development) Tyenna River Recovery Program Ouse River Recovery Program Flood resilience plans for the Lachlan River, Glen Dhu Rivulet and Sorell Creek
	Facilitate and resource cross-tenure pasture management and forage shrub planting programs to support dryland graziers in the Derwent	2021-2030	Lead: DCP	DCP Pasture Information Network
	Facilitate and resource cross-tenure precision irrigation and nutrient budgeting programs	2021-2030	Lead: DCP	Fert smart Diary Cares for the Derwent
	Facilitate and resource cross-tenure fire management programs in the Highlands, including supporting Aboriginal burning practices on public and private land	2021-2030	Lead: Red Hot Tips Program Support: DCP	Red Hot Tips Program DCP Miena cider gum recovery program

Strategy	Actions	Timeline	Roles	Existing resources
1.5 continued	Support land managers to develop wildlife management plans to protect conservation and production assets in the Derwent and Highlands	2021-2030	Lead: DPIPWE Wildlife Management Branch Support: DCP	DCP Miena cider gum recovery program
1.6 Develop local carbon offset investment pathways	Establish or apply existing carbon-off set methodology to growing native trees on farmland in the Derwent and Highlands	2021-2025	Lead: DCP Support: Private Forests	T21 Visitor Economy Action Plan
	Develop opportunities for corporate staff volunteering in carbon offsetting projects in the Derwent and Highlands	2021-2025	Lead: DCP Support: Tourism Tasmania	T21 Visitor Economy Action Plan
	Facilitate and resource catchment-wide Trees on Farms	2021-2030	Lead: DCP Support: CHC and DVC	Derwent Catchment River Health Plan
	Facilitate and resource Riparian revegetation as part of river recovery programs	2021-2030	Lead: DCP Support: IFS, DEP	Derwent Catchment Healthy River Plan
1.7 Support the development of Aboriginal tourism and land management initiatives in the Central Highlands	Explore and promote the aspirations of Aboriginal people living in the Central Highlands	2021-2030	Lead: CHC	T21 Visitor Economy Action Plan
	Support and incentivise the development of tourism initiatives managed by Aboriginal people	2021-2030	Lead: Tasmanian Tourism Industry Council and Tourism Tasmania Support: CHC	T21 Visitor Economy Action Plan
	Support and resource Tasmanian Aboriginal Centre's fire sticks program to work with private landholders in the Highlands	2021-2030	Lead: TAC and Red Hot Tips Program Support: DCP, CHC, TFS	

Strategy	Actions	Timeline	Roles	Existing resources
1.8 Develop resources to support the Derwent and Highlands tourism sector's adaptation to climate change	Plan for increased frequency of extreme events (see Section 10.4)	2021-2030	Lead: Destination Southern Tasmania, Tasmanian Tourism Industry Council Support: DVT, DVC, CHC, Tourism Tasmania, TFS	DVC and CHC emergency management plans
	Assess threats to the region's tourism assets	2021-2023	Lead: Destination Southern Tasmania, Tasmanian Tourism Industry Council Support: DVT, DVC, CHC, Tourism Tasmania	
1.9 Tailor existing national or statewide resources to support the Derwent and Highlands agriculture sector's adaptation to climate change	Plan for the impact of climate change on agricultural enterprises	2021-2030	Lead: DCP Support: Department of Agriculture, Water and the Environment (DAWE, Australian Government), Meat and Livestock Australia (MLA), Dairy Tasmania, Hort Innovation Australia (HIA), Fruit Growers Tasmania	DCP Pasture Information Network DCP Trees on Farms DCP Forage Shrub Trials DCP Flood resilience plans for the Lachlan River, Glen Dhu Rivulet and Sorell Creek DCP Dairy sustainability audit Dairy Cares for the Derwent Southern Tasmanian Drought Officer position (DAWE) MLA's CN30 program
	Assess/benchmark sustainability and provide support for agriculture businesses in water use, carbon storage etc. and investigate opportunities for cross-industry benchmarking	2021-2030	Lead: HIA, MLA, Dairy Australia Support: DCP	DCP Dairy sustainability audit Other industry sustainability benchmarking programs to be listed here

Strategy	Actions	Timeline	Roles	Existing resources
2.0 Implement collaborative tourism action plan (see Section 10.1)	Section 10.1			
3.0 Implement infrastructure action plan (see Section 10.2) +	Section 10.2			
4.0 Implement biosecurity action plan (see Section 10.3)	Section 10.3			
5.0 Implement emergency response action plan (see Section 10.4)	Section 10.4			

10 Action planning

Regional action planning was undertaken for the following topics to improve outcomes and capitalise on opportunities, through community workshops, one-on-one interviews or a combination of both:

- » Collaborative tourism experiences (Section 10.1)
- » Infrastructure (Section 10.2)
- » Biosecurity (Section 10.3)
- » Emergency response and communication during extreme events (Section 10.4)

10.1 Collaborative tourism experiences

Developing the elements required for successful rural tourism requires a collaborative and planned approach. Rural tourism is most successful if a region (Thompson 2015):

- » has sufficient drawing power to attract national, international and local visitors e.g. creating a sense of place and a key theme to attract people
- » is within an hour's drive of an international airport
- » has a destination factor – something that is both naturally occurring and created
- » provides goods and services for tourists which are also in demand locally e.g. wine, beer, food
- » has an approach to stimulating growth that identifies and manages potential impacts locally.

A clear strength of the tourism sector in the Derwent and Highlands is its diversity, and this diversity is both an asset and a hinderance for destination creation. To aid consideration of how this diversity can be incorporated into theme-based destination creation, the natural groupings of tourism experiences in the Derwent and Highlands were explored in a community workshop (Table 10.1). Some businesses have overlapping experience types, but clear distinctions between them need to be made for branding and identity.

Table 10.1. The different types of tourism experience available in the Derwent and Highlands

Type	Regional examples
Nature based	Accessible and multi-day wilderness bushwalking at Mount Field National Park and Lake St Clair, vehicle-based access to the Tasmanian Wilderness World Heritage Area (Strathgordon) and the Highland lakes
Adventure tourism	Guided hiking tours, mountain bike trails, kayaking tours, guided fly-fishing
Heritage	Hydro heritage of Tarraleah and Wayatinah, forestry heritage of Derwent Bridge and around Maydena, accommodation at heritage-listed properties
Agri-tourism	Farm stays, farm gate sales, farm tours, tasting at wineries and distilleries, bespoke tours of local farms

Theme development

The following themes were developed during the workshop, capturing a diversity of offerings in the Derwent and Highlands region.

‘The tallest to the smallest trees’

- » Promotion of the diversity of natural landscapes of the region – tall trees of the wet forest through to alpine lakes and mountains
- » Providing both passive and active experiences

‘Open Roads’

- » Promoting the region as a place with scenic open roads
- » Encouraging the Derwent and Highlands as a road trip destination

‘Come and experience where your food comes from’

- » Promotion of the paddock part of paddock to plate – the Derwent as a region where people can learn and experience how world-class produce is grown
- » A touring route that can incorporate information about the diversity of agriculture in the region and showcase larger scale, export quality production

The existing Western Wilds drive journey promotes experience in the Derwent and Highlands, however this promotion has not been capitalised on by the majority of the tourism business in the region. It presents the Derwent and Highlands as an entrée to the wild West Coast of Tasmania and as such is seen to encourage visitors to drive through the region, rather than treat it as a destination.

Constraints to collaboration

The following constraints to collaboration between local businesses were identified.

- » Time costs for small businesses to collaborate with others and covering these costs is more difficult for smaller businesses and those that are still in early stages of establishment
- » Distance of travel between businesses in the Derwent and Highlands
- » Individual competition – there is a fear of losing business through collaboration
- » Some businesses are reliant on particular tourist groups, which can be impacted when travel patterns change seasonally
- » The attraction of the hassle-free approach of selling and marketing individually rather than as part of a collaborative brand
- » The lack of collaboration between CHC and DVC, especially the additional time costs for businesses and industry groups to communicate with both councils separately through their very different mechanisms
- » The separation felt between businesses in the two municipalities
- » Lack of connectivity with tour guides operating out of Hobart and major tourist locations

To overcome these constraints and capitalise on the strengths and opportunities available to the Derwent and Highlands, a range of strategies and actions have been developed to foster collaboration between local tourism and agriculture businesses and support theme-based destination creation (Table 10.2).

Table 10.2. Strategies to promote collaborative tourism in the Derwent and Highlands. * indicates strategies and actions that have the potential to contribute to COVID-19 recovery. Lead organisation will provide the direction for actions, though for many actions funding and resources will be leveraged from external sources in collaboration with support organisations.

Strategy	Actions	Timeline	Roles	Existing resources
2.1 Increase collaboration and communication between CHC and DVC	Create and resource a position for a tourism officer shared between CHC and DVC *	2021-2022	Lead: CHC and DVC Support: DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	N/A
	Provide support for businesses to take advantage of funding opportunities including COVID-19 recovery and stimulus *	2021-2022	Lead: CHC and DVC Support: DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	DVC Regional Development and Community Development Officer positions
	Reinvigorate the CHC tourism subcommittee, with the shared Regional Development Officer to facilitate community input into Council processes	2021-2022	Lead: CHC	CHC tourism subcommittee
2.2 Ensure up-to-date and relevant communication and interpretive information is available to visitors	Update and maintain Inventory of tourism assets (Tourism, toilets, parks) across Derwent and Highlands	2021-2022	Lead: Shared Regional Development Officer Support: DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	Australian Tourism Data Warehouse Local inventory of tourism assets (Tourism, toilets, parks) exists on DVC website but is out of date Tourism information on CHC website
	Create and maintain a low-cost app with up-to-date information on tourism operators, events, experiences, toilet locations, walking trails, list of heritage properties etc.	2022-2023	Lead: Shared Regional Development Officer Support: DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	See above

Strategy	Actions	Timeline	Roles	Existing resources
2.2 continued	Reconsider approach of visitor centres at New Norfolk and Bothwell with a focus on providing face to face visitor information to complement online resources *	2022-2023	Lead: CHC and DVC Support: DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	Tasmania-wide consideration of funding and alternative delivery models for visitors centres underway.
2.3 Develop collaborative theme-based destination campaigns	Create theme-based touring routes to showcase regional assets and add regional context and unexpected detours to existing State-wide touring routes and tourism campaigns	2021-2030	Lead: Shared Regional Development Officer Support: DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	
	Work with existing touring routes and tourism campaigns to encourage visitors to stay longer and discover more of the Derwent and Highlands	2021-2025	Lead: Shared Regional Development Officer Support: DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	Western Wilds Come down for air Make yourself at home
	Support the uptake of place- and theme-based collaborative branding by local businesses	2021-2025	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	Derwent Valley Branding The Highlands branding including Bushfest Western Wilds

Strategy	Actions	Timeline	Roles	Existing resources
2.4 Showcase the quality food production and best-practice farming methods of the Derwent and Highlands	Develop an agri-tourism touring circuit to support local self-guided drive journeys	2021-2023	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	DCP producer group
	Roadside stops and interpretation/ information bays focused on agricultural production to promote consumer education e.g. photo stop at Glenora Hill – can see hops, dairy and sheep plus the Derwent River in one view	2021-2025	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	DCP producer group
	Organise exploratory bus tours for tour operators to get to know local farm businesses, increasing opportunities for visitors to talk to producers, including those from larger commercial farms	2021-2030	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	
	Develop local food networks including showcasing of local produce by local eateries, accommodation providers and providers	2021-2025	Lead: Shared Regional Development Officer Support: Sprout Tasmania, CHC, DVC, DVT, Destination Southern Tasmania, Tasmanian Tourism Industry Council	DCP producer group Sprout Producer Program

10.2 Infrastructure

A community workshop was the primary method of input into tourism infrastructure action planning. Participants were interested in four main topics:

- » road safety
- » picnic areas
- » information bays
- » toilets.

Road safety

There were several areas of road safety concern, especially where there are increased tourist numbers on roads used for agricultural production. The majority were at intersections where tourists visit Mount Field and Lake St Clair National Parks (Table 10.3) where slow or stationary traffic can cause issues for local vehicles. In the case of intersections, there can be an added complexity to resolving safety concerns, with intersecting roads managed by different levels of government (CHC, DVC, Department of State Growth). There have been recent road upgrades on the Glenora Road, on the way from Hobart to Mount Field National Park, to mitigate road safety concerns with increased visitor numbers during the tourist season. Similar works are being undertaken by CHC on Pelham Rd, to improve road safety on an important gateway into the Highlands. These works have a significant cost, which were beyond the budget of the road manager (local government), and due to their significance have been supported by State Government funding. There is a clear need for a coordinated approach between all levels of government to address road safety concerns that will emerge with anticipated growth of the region's tourism and agriculture sectors.

The feasibility study undertaken to inform the Glenora Road work revealed that in some areas, road upgrades are not the best option as they can be extremely costly, or not possible due to lack of room for road widening or the heritage listing of road infrastructure (e.g. Westerway Bridge). In these cases, other options such as changing speed limits and improved signage are more practical. Changing speed limits can be a long process and require coordination between organisations. All changes to speed limits, even on council managed roads, require approval from the Department of State Growth through a lengthy application process including the need to demonstrate community support for the changes.

Priority areas for road safety improvements that emerged during this action planning include:

- » Glenora Rd,
- » Gordon River Rd at Westerway intersection,
- » intersection into Lake Dobson Rd from Gordon River Rd at Mount Field,
- » intersection into Lake St Clair National Park at Derwent Bridge, and
- » Lake Dobson Rd.

Information bays, picnic areas and toilets

Combining information bays, picnic areas and toilets at single locations for visitors to stop, rest and plan the next steps in their journey was seen to have several benefits, including improving visitor experience and reducing maintenance costs. Priority locations were for new stop points and improvements or repairs to existing stop points where identified (Table 10.3). Many of the locations identified were where visitors naturally stop and some had existing infrastructure. Not all identified locations were appropriate for locating information bays, picnic areas and toilets in a single location. Future investment in new, and upgrading existing, stopping sites should be prioritised to support theme based touring routes and other visitor experiences such as local carbon off-set projects (see Section 10.1).

Some considerations for selecting sites for new stop points were raised, including mobile reception and impacts on adjacent private property. It was noted that in remote areas, visitors will stop when mobile phone reception becomes available. Stop site selection should ensure mobile reception is available, so that travellers can stop to plan where to stay and eat. When locating stopping points near a river it is important to consider the land tenure between the stopping point and the river. Pull-overs adjacent to rivers are best placed near public land where river access can be maintained, or where private landholders are part of the Inland Fisheries Service's Anglers Access Program.

Maintenance costs in remote areas of the Derwent and Highlands need to be considered during infrastructure planning. For example, each new toilet facility costs Central Highlands Council approximately \$80,000 to install and \$10,000 per year to maintain and this on-going maintenance budget increases with every new facility. Strategies to reduce facility maintenance costs are presented in Table 10.3. Due to the risk of stop points becoming a dumping ground for rubbish and garden waste, maintenance should also include waste and weed management costs.

Table 10.3. Strategies to increase investment in improved tourism infrastructure development. * indicates strategies and actions that have the potential to contribute to COVID-19 recovery. Lead organisation will provide the direction for actions, though for many actions funding and resources will be leveraged from external sources in collaboration with support organisations.

Strategy	Actions	Timeline	Roles	Existing resources
3.1 Increased collaboration and resource sharing in tourism infrastructure planning, resourcing and maintenance	Share contracts for facility maintenance in remote locations	2021-2022	Lead: CHC and DVC Support: Hydro, IFS, PWS	
	Create and resource a position for a tourism officer shared between CHC and DVC (see Collaborative tourism action Plan, Section 10.1)	2021-2022	Lead: CHC and DVC	
	Participate in community development programs from large investors e.g. Tassal, Cattle Hill Wind Farm to leverage funding for priority infrastructure	2021-2030	Lead: Shared Regional Development Officer Support: CHC, DVC, DCP and DVT	
3.2 Prioritise road safety projects in areas where increased visitation in tourist season impacts on local communities, especially the safety of agriculture workers *	Glenora Rd upgrades and speed limit reductions *	2021-2021	Lead: DVC	DVC has a feasibility study on road upgrades for which priority works are currently being undertaken with the support of State funding
	Reduce speed limits on Gordon River Rd at Westerway intersection (to Mount Field National Park) – reduce speed limit for traffic entering intersection from Ellendale Rd	2021-2022	Lead: CHC and DVC Support: Department of State Growth, Westerway community	Westerway community scoped a reduction to 50 here 9–10 years ago that was not actioned; this could be represented to the Department of State Growth

Strategy	Actions	Timeline	Roles	Existing resources
3.2 continued	Upgrade the intersection into Lake Dobson Rd from Gordon River Rd at Mount Field – install right turn lane and/or reduced speed limit on Gordon River Rd +	2021-2022	Lead: Department of State Growth	
	Upgrade the intersection into Lake St Clair National Park at Derwent Bridge – install right turn lane and/or reduced speed limit on Gordon River Rd +	2022-2023	Lead: Department of State Growth	
	Upgrade, or consider shuttle service for, Lake Dobson Rd to improve road safety in winter ski season +	2023-2024	Lead: Department of State Growth and PWS	
	Investigate tourism tracker website for future road safety planning. Tourism tracker is a tool that maps travel patterns and could help to identify road safety issues by looking at flow and stop points of visitors using the apps	2021-2022	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT	Tourism tracker website
	Give regional road safety information to hire car companies	2021-2030	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT	Towards Zero – have road safety information for tourist and seasonal workers and resources e.g. road signs and communications
	Install signage warning of hazards including driving during night, cyclists, dangerous places for stopping, and distance to nearest food and fuel option when leaving towns in remote locations	2021-2030	Lead: CHC and DVC	Towards Zero
	Create a cycle path strategy	2022-2024	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT	

Strategy	Actions	Timeline	Roles	Existing resources
3.3 Prioritise infrastructure projects that support tourism within existing local government planning ⁺	Repair picnic area at Dunrobin Bridge ⁺	2021-2022	Lead: CHC	CHC health and wellbeing plan
	Update the information in the Derwent Bridge tourist information with a small annual fee for posting business information	2021-2022	Lead: Shared Regional Development Officer	CHC health and wellbeing plan
	Establish a view/photo spot with agricultural information bay on Glenora and Clyde Hills ⁺	2021-2022	Lead: Shared Regional Development Officer	DVC Open Space Strategy (in development)
	Establish a tourist information bay pull-off in Ouse Hall ⁺	2021-2022	Lead: Shared Regional Development Officer	CHC health and wellbeing plan
	Develop infrastructure that allows people with a disability to access experiences ⁺	2021-2030	Lead: Shared Regional Development Officer	CHC health and wellbeing plan DVC Open Space Strategy (in development)
	Prioritise investment into the establishment of new and upgrade of existing stopping locations that support dispersal along new theme-based touring routes	2023-2030	Lead: Shared Regional Development Officer	
	Consider mobile phone reception, river access permissions and maintenance costs when locating new tourist stopping locations or prioritise upgrades to existing locations	2021-2030	Lead: Shared Regional Development Officer Support: CHC, DVC, DVT, IFS	CHC health and wellbeing plan DVC Open Space Strategy (in development)

10.3 Biosecurity

The agriculture and tourism businesses of the Derwent and Highlands currently enjoy a range of market advantages due to Tasmania's relative pest- and disease-free status. The impact of a fruit fly control area, which would be imposed with an accidental introduction of this destructive pest to the area through poor biosecurity practices, has the potential to devastate the local multi-million-dollar soft fruit industry and cause significant job losses. Adventure-tourism businesses could be similarly impacted by the introduction of the invasive algae, *Didymo*, from New Zealand or the northern hemisphere. Weeds impact on both tourism and agricultural assets, adding significantly to land management costs are often not managed across tenure. Weed outcompete native and cultivated plant impacting on the production of natural and agricultural systems. Crack willow infestations impact on water quality, flood vulnerability and access to waterways for recreation and water extraction.

There are increased biosecurity risks with unsustainable growth in both tourism and agriculture. The biosecurity risk species that are currently of concern in the Derwent and Highlands are listed in Table 10.4. It is highly likely that with a changing climate, new pests, disease and weeds will threaten the region. Regional biosecurity planning and extension is key to promoting good biosecurity practices to reduce these risks. Strategies to promote a shared regional approach to biosecurity planning, practice and climate change preparedness are outlined in Table 10.5.

Table 10.4. A summary of pests and pathogens of concern, susceptible commodities and vectors.

Pest/pathogen	Vulnerable assets	Vectors for introduction and spread	Current status
Fruit fly	A wide range of fruit crops including cherries, raspberries	Infested plant material	Not in the Derwent and Highlands or Tasmania though recent controlled incursions into the north of the state
Xyella	A wide range of native, commercial and ornamental plant species	Infected plant material and insect vectors	Not in the Derwent and Highlands or Tasmania
Brown Marmorated Stink Bug	A wide range of crops	Infested plant material, people, vehicles and equipment	Not in the Derwent and Highlands or Australia
Fall Army Worm	A wide range of crops	Infested plant material, wind, people, vehicles and equipment	Not in the Derwent and Highlands or Tasmania
Spotted winged drosophila	A wide range of fruit crops including raspberries	Infested plant material	Not in the Derwent and Highlands or Tasmania
Blueberry Rust	Blueberries	Infected plant material and spores on wind, people, vehicles and equipment	In low levels in Tasmania, not in the Derwent and Highlands
Fire blight	Apples and pears	Infected plant material and wind dispersal	Not in the Derwent and Highlands or Tasmania
Powdery mildew of hops	Hops	Infected plant material	Not in the Derwent and Highlands or the southern hemisphere
Downy mildew of hops	Hops	Infected plant material	Not in the Derwent and Highlands or the southern hemisphere
Hop viruses	Hops. Some viruses of fruit and berry crops can also infect hops.	Infected plant material and insect vectors	Some found in the Derwent and Highlands
Grape phylloxera	Grape vines	Infested plant material, soil, people and clothing	Not in the Derwent and Highlands or Tasmania
Varroa mite	Honeybees, horticultural pollination services	Infested honeybees	Not in the Derwent and Highlands or Tasmania

Pest/pathogen	Vulnerable assets	Vectors for introduction and spread	Current status
Foot rot	Sheep	Spread between farms via mud and animal material on footwear and clothes of farm visitors	On some properties in the Derwent and Highlands
Foot and Mouth disease	Sheep, cattle, pigs and goats	Spread between farms via infected animals, mud and animal material on footwear and clothes of farm visitors	Not in the Derwent and Highlands or Australia
Didymo	Low nutrient rivers and lakes blocks irrigation and hydro power infrastructure	Water in fishing gear, watercraft	Not in the Derwent and Highlands or Australia
Myrtle Rust	Plants in the Myrtaceae family including Eucalypts, tea trees and paperbarks	Infected plant material and spores on wind, people, vehicles and equipment	On mainland Australia
Phytophthora root rot	A wide range of native and cultivated plants	Soil and mud on animals, vehicles and equipment	Widespread in Tasmania below 700m in altitude, including the Derwent and Highlands
Weeds – agricultural including serrated tussock, African lovegrass, Paterson’s Curse and Saffron thistle	Agricultural production	Wind, water, animals, vehicles and equipment	On some properties in the Derwent and Highlands
Weeds – environmental including orange hawkweed	Environmental values	Wind, water, animals, vehicles and equipment	On some properties in the Derwent and Highlands

Table 10.5. Strategies and actions to improve regional biosecurity. Lead organisation will provide the direction for actions, though for many actions funding and resources will be leveraged from external sources in collaboration with support organisations.

Strategy	Actions	Timeline	Roles	Existing resources
4.1 Establish a regional approach to addressing biosecurity risks	Visit other areas with active and successful regional biosecurity working groups e.g. Coal River Producers	2021-2021	Lead: DCP and DVC Support: local agriculture and tourism businesses, Hort innovation, Fruit Growers Tasmania, Biosecurity Tasmania	
	Establish a biosecurity working group for the Derwent and Highlands	2021-2021	Lead: DCP and DVC Support: local agriculture and tourism businesses	
	Undertake a regional biosecurity threat assessment that considers the changing distribution of pests, weeds and disease with a changing climate	2021-2022	Lead: DCP and DVC Support: Hort Innovation, Fruit Growers Tasmania, Biosecurity Tasmania	Data from Hort innovation, Fruit Growers Tasmania, Biosecurity Tasmania
	Develop regional biosecurity plan that addresses this threat assessment	2021-2022	Lead: DCP and DVC Support: local agriculture and tourism businesses, Hort Innovation, Fruit Growers Tasmania, Biosecurity Tasmania	
4.2 Implement and resource the installation of wash- and clean-down facilities for visitors and contractors moving between farms	Investigate and install low cost mobile foot clean-down units	2021-2025	Lead: DCP and DVC Support: local agriculture and tourism businesses, Hort Innovation, Fruit Growers Tasmania, Biosecurity Tasmania	PWS foot-cleaning station designs Phyto-fighter

Strategy	Actions	Timeline	Roles	Existing resources
4.2 continued	Investigate and install low-maintenance vehicle and machinery clean-down options for use between farms		Lead: DCP and DVC Support: local agriculture and tourism businesses, Hort Innovation, Fruit Growers Tasmania, Biosecurity Tasmania	
4.3 Implement and resource regional weed control programs that protect tourism and agricultural assets	Continue to build partnerships and investment into regional cross tenure weed control programs that protect natural and agricultural assets from the impacts of invasive weeds	2021-2030	Lead: DCP Support: DVC, CHC, Hydro Tasmania, TasNetworks, Tasmanian Land Conservancy, Parks and Wildlife Service, Sustainable Timber Tasmania, Inland Fisheries Service, Fisheries Habitat Improvement Fund, DEP	Derwent Valley Weed Management Program Central Highlands Weed Management Program Tyenna River Recovery Plan
	Include the protection of horticultural assets in existing weed management programs through the strategic management of alternative hosts to species that pose a high threat to horticulture (Table 10.4)	2021-2030	Lead: DCP Support: local horticulture businesses, Hort Innovation, Fruit Growers Tasmania, Biosecurity Tasmania	Derwent Valley Weed Management Program Central Highlands Weed Management Program
4.4 Implement and resource the communication and extension components of the regional biosecurity plan	Undertake panel discussions for producer groups and Q and A with pest, weed and disease experts focused on high threat biosecurity risk species	2021-2025	Lead: DCP and DVC Support: local agriculture and tourism businesses, Hort innovation, Fruit Growers Tasmania, Biosecurity Tasmania	

Strategy	Actions	Timeline	Roles	Existing resources
4.4 continued	Develop and disseminate a communication package for tourism operators: tailored biosecurity messages to encourage good biosecurity practice among visitors to the region	2021-2025	Lead: DCP and DVC Support: local agriculture and tourism businesses, Hort innovation, Fruit Growers Tasmania, Biosecurity Tasmania	Biosecurity information from a range of sources
	Develop and install biosecurity signage design at property boundaries and entry points of the region	2021-2025	Lead: DCP and DVC Support: local agriculture and tourism businesses, Hort innovation, Fruit Growers Tasmania, Biosecurity Tasmania	Farm biosecurity signage
	Support local tourism and agricultural businesses to undertake and implement biosecurity plans for their activities	2021-2030	Lead: DCP and DVC Support: Hort innovation, Fruit Growers Tasmania, Biosecurity Tasmania	

10.4 Communication for emergency response during extreme events

The increasing frequency of extreme events including wildfire and major floods in the Derwent and Highlands has impacted local tourism and agriculture businesses over the last four years. These events, shortly followed by the COVID-19 pandemic, have not only put extreme pressure on business viability, they have also left some operating under stressful and sometimes dangerous circumstances. During community workshops and interviews, individual businesses were concerned about providing the correct information to visitors during these events, understanding which agencies were responsible for emergency response, and how to provide for visitors when they are unable to continue their journey due to restricted mobility. There were also concerns with how businesses ensure their continued operation with the disruptions and damage costs these events cause, especially when they impact on consecutive tourism or agricultural production seasons.

In Tasmania, responsibilities and communication protocols during emergency situations such as extreme events are described in the *Emergency Management Act 2006*, with supporting responsibilities in the *Local Government Act 1993*. Each local government area has a Municipal Emergency Management Plan. The DVC and CHC Emergency Management Plans are comprehensive documents that outline the hazards identified in these municipalities, and the roles, responsibilities and procedures including communications during emergency situations. It is possible that some of the confusion about communications and responsibilities during extreme events expressed in community workshops arise as these differ depending on the land tenure on which these event take place (Table 10.6). In many cases local government takes a community information role, even when they are not directly involved in emergency response.

Table 10.6. Summary of responsibilities during extreme events. An excerpt from the DVC and CHC Municipal Emergency Management Plans.

Hazard	Response management authority	Typical council support function and activities
Fire – national parks, reserves	DPIPWE Parks and Wildlife Service	Community information Plant and machinery
Fire – declared forest land/state forest	Sustainable Timber Tasmania	Community information Plant and machinery
Fire – urban and privately managed rural land	Tasmania Fire Service (TFS)	Property identification Road closures Plant and machinery
Flood – dams	Tasmania Police (Assisted by dam owner)	Property identification Road closures Local operations centres Community information Plant and machinery

Hazard	Response management authority	Typical council support function and activities
Flood – rivers	State Emergency Services (SES) Tasmania Police Council	Property identification Road closures Local operations centres Community information Plant and machinery
Influenza pandemic	Department of Health and Human Services Public Health Services	Flu clinic facilities Community information
Storm, high winds, tempest	SES	Property identification Road closures Local operations centres Plant and machinery

There is a lack of information for businesses planning for disruptions caused by increasing frequency of extreme events.

There has been a cluster of ‘once in 100-year’ events in the region. The last three tourist seasons have been impacted either by wildfires or the COVID-19 pandemic and in the last four years the region has experienced three major flood events (Ouse River and two large events in the waterways coming off Mt Wellington). All these events have restricted movement, and some have caused significant damage to public and private infrastructure that supports agriculture and tourism. The support that businesses received in the form of information and assistance in applying for recovery funding following extreme events varied depending on their municipality.

There is mounting evidence that the frequency of these types of events will continue to increase in the future (Climate Futures 2015b, Wallace-Wells 2019), and supporting local businesses to recover from, plan and prepare for impacts of future extreme events will be important in building the resilience of the regions’ tourism and agriculture sectors.

Strategies to improve communication during extreme events and planning for increased frequency are outlined in Table 10.7.

Table 10.7. Strategies and actions to improve communication during and in planning for increased frequency of extreme events. Lead organisation will provide the direction for actions, though for many actions funding and resources will be leveraged from external sources in collaboration with support organisations.

Strategy	Actions	Timeline	Roles	Existing resources
5.1 Increase the awareness of support structures for emergency response during and recovery after extreme events	Develop and distribute communications about the legislated responsibilities and communications as outlined in the DVC and CHC emergency management plans	2021-2022	Lead: shared Regional Development Officer and DCP Support: DVC, CHC	DVC and CHC Emergency management Plans
	Facilitate local business access to recovery programs during and following extreme events	2021-2030	Lead: DVC, CHC Support: DCP	RDA Tasmania COVID-19 Principles for Economic Recovery
5.2 Support local businesses to plan and prepare for increased frequency of extreme events	Undertake regional threat assessment of the likely impacts of increased frequency and clustering of extreme events on the tourism and agriculture sectors	2021-2023	Lead: shared Regional Development Officer and DCP Support: DVC, CHC, TFS, Biosecurity Tasmania, Business Tasmania	Climate Future Tasmania
	Support local business to develop business specific preparedness plans for clusters of extreme events	2022-2030	Lead: shared Regional Development Officer and DCP Support: DVC, CHC, TFS, SES	
5.3 Support local businesses to prepare for increased frequency of extreme events	Provide local businesses with practical information on how to prepare their businesses for extreme events and facilitate their involvement in existing prevention programs	2021-2030	Lead: shared Regional Development Officer and DCP Support: DVC, CHC, TFS, Business Tasmania	DCP flood resilience resources DCP river recovery programs (Ouse and Tyenna Rivers) TFS community fire planning
	Support local business in accessing funding for works to prepare for extreme events	2021-2030	Lead: shared Regional Development Officer and DCP Support: DVC, CHC	

11 Monitoring sustainable growth and recovery progress

To monitor the progress of the plan for sustainable growth and recovery of the Derwent and Highlands tourism and agriculture sectors, five- and 10-year key performance indicators (KPIs) have been developed (Table 11.1). These KPIs are aspirational and indicate the state of play when the strategies outlined in this plan have been successfully implemented. Monitoring of the success of the strategies of this plan will be undertaken by the organisations indicated as lead contributors to the actions under each strategy.

Table 11.1. KPIs for each of the each of the strategies.

Strategy	KPIs
Sustainable growth and recovery	
1.1 Develop shared approaches between CHC and DVC to support businesses that operate across municipal boundaries	5-year KPI: Coordination of waste management services for commercial farms and tourism operations on properties that cross municipal boundaries in place
	10-year KPI: A regional approach to growth and regulation of digital accommodation platforms developed
1.2 Provide support and incentive for businesses filling identified gaps in tourism and agriculture sectors	5-year KPI: Mechanism for providing support and incentive for businesses filling identified gaps in tourism and agriculture sectors developed between DVC and CHC
	10-year KPI: Gaps in tourism and agriculture sectors identified in this plan filled
1.3 Provide support and incentive for tourism initiatives that cater to local travellers e.g. Tasmanian and mainland	5-year KPI: At least 2 regional projects catering for the intra and interstate tourism markets underway
	10-year KPI: At least 5 regional projects catering for the intra and interstate tourism markets completed
1.4 Encourage and support information sharing between local businesses	5-year KPI: Regular networking events for local tourism businesses established
	10-year KPI: Communications and interpretive resources reflecting the diversity of the Derwent and Highlands natural, agriculture and heritage assets developed.
	5-year KPI: River recovery projects resourced and underway across 5 priority river systems, guided by the Derwent Catchment River Health Plan
1.5 Develop and resource new and existing cross-tenure programs to address degraded landscape processes	10-year KPI: Cross tenure pasture, fire and wildlife management programs resourced and implemented across the region

Strategy	KPIs
1.6. Develop local carbon offset investment pathways	5-year KPI: A local carbon-off set investment pathway has been established and there are at least 5 working examples of carbon plantings on farms of the Derwent and Highlands that can be showcased to visitors to the region.
	10-year KPI: Plantings on farms of the Derwent and Highlands are contributing to Tasmania's status as a carbon neutral destination.
1.7 Support the development of Aboriginal tourism and land management initiatives in the Central Highlands	5-year KPI: A partnership underway to facilitate Aboriginal land management cross-tenure
	5-year KPI: Mechanisms established for providing support and incentive for the establishment of tourism initiatives managed by Aboriginal people in the Central Highlands
	10-year KPI: At least 5 Aboriginal tourism and land management initiatives, managed by Aboriginal people, underway in the Central Highlands
1.8 Develop resources to support the Derwent and Highlands tourism sector's adaptation to climate change	5-year KPI: A threat assessment of the likely impacts of climate change on the region's tourism assets undertaken
	5-year KPI: A regional plan for the tourism sectors preparedness for increased frequency of extreme events developed
1.9 Tailor existing national or statewide resources to support the Derwent and Highlands agriculture sector's adaptation to climate change	10-year KPI: 80% of local tourism businesses have plans in place for their business preparedness for increased frequency of extreme events (see Section 10.4)
	5-year KPI: Regional climate change adaption planning has been undertaken to support dryland graziers, dairy and horticultural enterprises
	5-year KPI: 40% of regional producers have undertaken sustainability benchmarking and are implementing plans increase farm sustainability and increase carbon storage
	10-year KPI: 80% of regional producers have undertaken sustainability benchmarking and are implementing plans increase farm sustainability and increase carbon storage

Strategy	KPIs
Collaborative tourism experience action planning	
2.1 Increase collaboration and communication between CHC and DVC	5-year KPI: A tourism officer shared between CHC and DVC has been employed with resourcing to continue the position for 10 years
	10-year KPI: Mechanisms in place for CHC and DVC to collaboratively support the development of sustainable tourism across the Derwent and Highlands
2.2 Ensure up-to-date and relevant communication and interpretive information is available to visitors	5-year KPI: App with information on tourism operators, events, experiences, toilet locations, walking trails, list of heritage properties is available to visitors to the region and is supported by an up-to-date inventory of tourism assets across Derwent and Highlands
	10-year KPI: Visitor centres at New Norfolk and Bothwell are resourced by full time staff and have access to the up-to-date inventory of tourism assets across Derwent and Highlands
2.3 Develop collaborative theme-based destination campaigns	5-year KPI: At least 2 theme-based touring routes to showcase regional assets have been established and promoted
	10-year KPI: 50% of tourism and agricultural businesses are using place- or theme-based collaborative branding
2.4 Showcase the quality food production and best-practice farming methods of the Derwent and Highlands	5-year KPI: An agri-tourism touring circuit has been developed and promoted
	5-year KPI: At least 2 roadside stops with interpretation/information bays focused on agricultural production to promote consumer education have been established along the agri-tourism touring circuit
	5-year KPI: A local food network has been established
	10-year KPI: At least 5 roadside stops with interpretation/information bays focused on agricultural production to promote consumer education have been established along the agri-tourism touring circuit(s)

Strategy	KPIs
Infrastructure action planning	
3.1 Increased collaboration and resource sharing in tourism infrastructure planning, resourcing and maintenance	<p>5-year KPI: A tourism officer shared between CHC and DVC has been employed with resourcing to continue the position for 10 years</p> <p>5-year KPI: At least 1 shared contract for facility maintenance is in place</p>
	<p>10-year KPI: Priority tourism infrastructure has been established through investment leveraged through local partnerships facilitated by the CHC/DVC tourism officer</p>
3.2 Prioritise road safety projects in areas where increased visitation in tourist season impacts on local communities, especially the safety of agriculture workers	<p>5-year KPI: Road safety projects are completed or underway at 3 priority locations</p> <p>5-year KPI: A cycle path strategy has been developed for the region</p>
	<p>10-year KPI: Road safety projects are completed or underway at all priority locations and road safety information is available to visitors</p>
3.3 Prioritise infrastructure projects that support tourism within existing local government planning	<p>5-year KPI: Tourism infrastructure projects are completed or underway at 3 priority locations</p>
	<p>10-year KPI: Tourism infrastructure projects are completed or underway at all priority locations</p> <p>10-year KPI: All new tourism infrastructure projects include consideration of mobile phone reception, maintenance requirements, impacts on adjacent land tenure and their ability to increase accessibility to tourism experiences for people with disabilities</p>

Strategy	KPIs
Biosecurity action planning	
4.1 Establish a regional approach to addressing biosecurity risks	5-year KPI: A biosecurity working group for the Derwent and Highlands has been established and has completed a regional biosecurity plan that addresses the threat of climate change
	10-year KPI: The Derwent and Highlands biosecurity working group is implementing the regional biosecurity plan.
4.2 Implement and resource the installation of wash- and clean-down facilities for visitors and contractors moving between farms	5-year KPI: Foot clean-down units and vehicle and machinery clean-down facilities have been installed at 25% of the high-risk locations identified in the regional biosecurity plan
	10-year KPI: Foot clean-down units and vehicle and machinery clean-down facilities have been installed at 100% of the high-risk locations identified in the regional biosecurity plan
4.3 Implement and resource regional weed control programs that protect tourism and agricultural assets	5-year KPI: Investment in and spatial scope of cross tenure weed control programs has been expanded by 25%
	10-year KPI: Investment in and spatial scope of cross tenure weed control programs has been expanded by 50%
4.3 Implement and resource the communication and extension components of the regional biosecurity plan	5-year KPI: A regional biosecurity communication and extension program underway
	5-year KPI: 100% of high risk agricultural and tourism business, as identified in the regional biosecurity plan, have been undertaken and are implementing biosecurity plans for their activities
	10-year KPI: 100% of high and medium risk agricultural and tourism business, as identified in the regional biosecurity plan, have been undertaken and are implementing biosecurity plans for their activities

Strategy	KPIs
Communication during extreme events	
5.1 Increase the awareness of support structures for emergency response during and recovery after extreme events	5-year KPI: Mechanisms in place to increase regional awareness of support structures for emergency response during and recovery after extreme events and access funding during the recovery phase
	10-year KPI: 50% of local tourism and agricultural business are utilising these mechanisms
5.2 Support local businesses to plan for increased frequency of extreme events	5-year KPI: 25% of local tourism and agricultural business have developed preparedness plans for increased frequency of extreme events
	10-year KPI: 50% of local tourism and agricultural business have developed preparedness plans for increased frequency of extreme events
5.3 Support local businesses to prepare for increased frequency of extreme events	5-year KPI: Mechanisms in place to support local businesses to access funding to implement their preparedness plans
	10-year KPI: 50% of local tourism and agricultural business are implementing preparedness plans for increased frequency of extreme events

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