

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT
PLANNING BRANCH

LAND MANAGEMENT PLANNING WORKSHOP

SUMMARY OF A WORKSHOP HELD ON
TUESDAY 10TH MAY 1988 AT CALM, COMO

Edited by
Paul Albone
May 1988

PREFACE

The success of the workshop on Land Management Planning in the Department of Conservation and Land Management was due to four factors:

- * The contribution of the invited speakers
- * The active participation in discussions by those who attended
- * The enthusiasm of Planning Branch staff
- * The ability of the workshop chairman, Chris Haynes.

I thank them all for their efforts.

This report summarises the workshop proceedings and will provide a useful reference for existing procedures and our intentions for future improvements.



Jim Williamson
MANAGER
PLANNING BRANCH

PLANNING BRANCH WORKSHOP
ON
LAND MANAGEMENT PLANNING

CONTENTS

	PAGE
1. Introduction	1
2. Workshop Structure	1
3. Summary of Information Sessions	2
4. Workshop Sessions	3
4.1 Identifying the Issues	3
4.2 Improvements and Solutions	4
4.3 Summary and Future Directions	8
4.4 Future Directions	8
APPENDIX ONE List of Workshop Participants	10
APPENDIX TWO Information Sessions	11
APPENDIX THREE List of All Issues Raised During the "Brainstorming" Session	36
APPENDIX FOUR Syndicates	38
APPENDIX FIVE Necessary Operations	39
APPENDIX SIX Workshop Agenda	45

1. Introduction

A one day workshop organized by Planning Branch was held on Tuesday 10th May, 1988, at the Training and Conference Centre, Department of CALM, Como. Chaired by Chris Haynes, Director of National Parks, the Workshop aimed to find new directions to:

- Increase the efficiency of land management planning in CALM
- Increase the rate of management plan production.

Twenty eight CALM staff representing Protection, Information, Recreation and Landscape, Research and Planning Branches, the Policy Directorate and the various CALM Regions attended the Workshop. (Appendix 1).

2. Workshop Structure

The Workshop was split into four sessions, consisting of an Information Session, a general and group Workshop, necessary operations and conclusions session. In the morning session a series of brief ten minute talks on the various aspects of land management planning was given by three representatives from Planning Branch and two Regional Managers (Appendix 2). This session was followed by a twenty minute "brainstorming" session where the whole group responded to the question -

'What issues require resolution in land management planning?'

Appendix 3 lists the issues put forward.

The workshop was divided into four predetermined groups, each consisting of representatives from the various branches of CALM (Appendix 4) to encompass a wide range of backgrounds. Each person was asked to privately determine the five most important issues in order of importance from the list. The group then discussed and decided upon the five most important issues, in priority, as a group. The four group spokespersons then reported back to the whole workshop on their group's five issues in priority.

In the afternoon, each group was assigned one of the five most important issues and asked to develop solutions to the problem. Each group's findings were then presented to the workshop.

This was followed by the Chairman's summary with an emphasis on future directions.

The final session consisted of a discussion on the necessary operations in National Parks and Nature Reserves when there is no approved management plan (Appendix 5).

3. Summary of Information Sessions

The Existing System of Land Management Planning Within CALM - Paul Frewer, Planning Officer, Planning Branch.

Discussed the Branch structure, planning system, statutory process, planning policy and the progress of management plans. Reviewed the thirty-nine stages of the planning process including establishment of the works program, the planning phase, submission, implementation and review phase.

Also discussed were the key issues of the current system including the question "How can the current products, processes and services be improved within Planning Branch?"

Planning from a Regional Perspective - Bob Chandler, Planning Officer, Central Forest Region.

Discussed the three aspects of planning: its status, achievements and potential. Planning officially has a high status within CALM, but rated as a "hotch potch" in the bush. Numerically the planning achievements in the Central Forest Region appear modest to date, however, the numbers belie the accomplishments, particularly with regards to relations with the public.

The potentials of planning can be achieved through a formal program of regular contacts between the Branch, the Regions and operations and continuous development of planning methods. Once planning is fully integrated, the "hotch potch" will no longer exist.

Planning from a Regional Perspective 2 - Ken Wallace, Manager, Wheatbelt Region.

Discussed how, using available resources, Planning Branch can facilitate and encourage planning in the Wheatbelt Region. Specifically the Branch could provide advice on planning philosophy, techniques and the success or failure of management plans.

The Branch could act as a major or minor partner with regional staff in writing plans, especially in producing a set of model plans for the range of land types in a region. Outlined were some of the roles the Branch could perform in the planning procedure such as collating information, advice on technical aspects of the plan and co-ordinating public participation.

**Other Functions of the Branch - Jim Williamson, Manager
Planning Branch.**

Firstly discussed the liaison carried out with other agencies such as the State Planning Commission and the Water Authority in their planning studies and management plans.

Secondly discussed the involvement of the Branch in CALM planning matters other than production of management plans, such as interim guidelines, issue plans and necessary operations. Finally, discussed the liaison with other CALM sections such as Fire, Research and Information.

**Other Options for Land Management Planning - Sue Moore,
Planning Branch.**

Discussed two main areas in which alternative approaches can be explored: planning mechanisms other than management plans and other ways of preparing management plans. Other planning mechanisms include interim guidelines, site plans and wildlife management programs.

Increased regional involvement, employment of more planning staff and consultants, and change in emphasis from area management plans to regional plans were suggested as options to enhance the efficiency and rate of management plan production.

A summary of each talk can be found in Appendix 2.

The talks were followed by a discussion and clarification of the major issues.

4. Workshop Sessions

4.1 Identifying the Issues

In the brainstorming session the workshop members, working as one group, identified 52 planning issues. (Appendix 3).

After splitting into groups, it was found that many group members had similar ideas when discussing their views on the five main issues or problems in the planning process. After using a point system to determine the most important issues within each group, the spokespersons gave their findings (Table 1).

TABLE ONE.

The five most important issues of the planning process, in descending order of importance, within each group.

WORKSHOP GROUPS	
<p>GROUP A</p> <p>Facilitator: Richard May</p> <ol style="list-style-type: none"> 1. Model plans - format 2. Finance 3. Staff organization 4. Detail of Resource Information 5. Practicality of Implementation 	<p>GROUP B</p> <p>Facilitator: Sue Moore</p> <ol style="list-style-type: none"> 1. Regional vs Area Plans/Planning System 2. Location of Planning Branch staff/links with other sections 3. Monitoring, Implementation and Review 4. Public Participation
<p>GROUP C</p> <p>Facilitator: Paul Frewer</p> <ol style="list-style-type: none"> 1. Practicality of Implementation 2. Format 3. Planning in the Absence of Management Plans 4. Planning Policy 5. Planning Process - techniques, politics 	<p>GROUP D</p> <p>Facilitator: Jim Williamson</p> <ol style="list-style-type: none"> 1. Implementation 2. Minimum Content - Format 3. Planning Priorities 4. Integration of Plans 5. Public Participation

4.2 Improvements and Solutions

Each group was allocated one of the five issues with the highest priority and asked to find solutions to their issue:

- Richard May - Format: Model plan, contents, length etc.
- Sue Moore - Planning System: Planning Branch Structure, links, techniques, future directions
- Paul Frewer - Implementation: Improvements, techniques, review
- Jim Williamson - Planning Priorities: Assessment of needs for five year plan.

The following summarises the discussion presented by each group.

Format - Richard May's Group

Introduction

A model for the regional plan was available with the three Forest Region plans, but these may not be applicable to the needs of other regions. However, various THEMES could be used in an orderly approach using plans based upon, for example:

- * Geomorphological - land types
- * Reserves within Shire boundaries
- * Metropolitan nature reserves
- * Recreational use

- Each region could define their four most important types of plans. Out of the "needs" list, provide the remaining models, then of those, what are the priorities for planning? Models should include the themes mentioned.

Strategies

- A mix of professional/technical capacity if needed should be provided for the regions with the mix and priority dependent on the relative needs of any one region. This relates the planning skills in either the management planning end, or the site assessment/landscape planning end of the spectrum. At present there is a gap between management planning and operations.

- Plan content should relate to the needs of management i.e., those issues which will be affected by management strategies. Biological information is not required where it does not influence management decisions.

- Resources must be related to strategies by implications for management

- Length of plans is not critical but must be "adequate" to meet the needs of the area. Regional plans can be shorter in length with less detail than area plans.

- Management plans should focus primarily on guidelines and leave detail to operations. Broad prescriptions may be more applicable than detail. This needs to be balanced with the level of skills available for implementation.

- A greater emphasis on discussion papers and public workshops should be placed on the pre-draft stage of the planning process.

- The length of a plan does not affect the length of the process. Improving the rate of production requires better project scheduling.
- Planning Branch should produce a glossary of terminology i.e. - what is a plan, objectives, strategies etc. A complete set of terms is required.
- As a measure of plan acceptability, plan objectives must be accompanied by performance indicators.

Planning System - Sue Moore's Group

Introduction

The group looked at the available CALM lands and decided upon the planning process best suited to cater for their management. The following CALM lands were identified:

State	
Region	
District	- Nature Reserves
	National Parks
	Conservation Parks
	State Forest
	Special Reserves
	Unvested
	Marine Parks
	Timber Reserves
	S.16 Agreements
	Sharefarming Schemes

Strategies

The following strategies were suggested to improve the current planning system:

1. Review Planning Policy
 - Make policies available in a publicly accessible document. The current policies are incomplete and the range of environments too broad
 - Question use of term 'statewide plan'
 - Indicate where corporate plan fits in.
2. Regional Plans
 - Link to corporate plan
 - Use as a sorting point and as a frame of reference for area management plans
 - List planning requirements for the next five years
 - The regional plans are of prime importance

3. Area Management Plans

- Why prepare area management plans (primary recipient is CALM staff)?
- Administrative and biological boundaries should be grouped
- Closer analysis of each region to determine the range of planning needs and indicate where area management plans are required
- Either produce model plans for all areas or write plans for individual areas
- Criteria required to determine the best product.

4. Staff

- Improve communication between Planning Officers and relevant Policy Director
- Increase liaison between Planning Branch and regional Planning Officer: Functional links i.e. need tentacles into Regions
- Structural chart need strong links to regional and district contacts.
- Allocate planning officers to regions
- No decentralization - require core of expertise based in Perth

5. Future Directions

- Introduce a program of meetings for planning personnel to discuss planning procedures and deliver findings via Executive Director.
- Set new planning directions using a task force approach.
- Form a task force.

Implementation: Paul Frewer's group

Strategies

- The Regional Management Plan (RMP) should set out objectives, strategies and priorities of functions.
- From the RMP, action plans should be developed which reflect the RMP priorities.
- Action plan for the Area Management Plan (AMP) should show works program and budget.
- Tasks of lower priority which cannot be acted on due to resource limitations should be agreed to and approved.
- Action plans should be reviewed annually. Frequency is determined by practicality.
- Net Result: Departmental statement of what will be attempted.

Planning Priorities: Jim Williamson's Group

Strategies

When deciding planning priorities, the following factors should be taken into consideration:

- Is a management plan required, or will a necessary operation or site plan do?
- Are there any threats to the area?
- The frequency of exceptional plants, animal and other features.
- The ability of the region to contribute to a project team.
- Government directives.
- When a regional management plan is produced, it is an ideal opportunity to make recommendations on the priorities for producing area management plans through the region.
- The capacity of Planning Branch and the regions to produce management plans.
- The need to review annually the priorities for management plan production.

4.3 Summary and Future Directions

The workshop provided a successful debate on land management planning within CALM. Many useful ideas and solutions to problems came to light during the workshop, the outcome of which will be the formation of a strategic plan.

The information sessions gave a detailed review of the planning process to the various people attending the workshop, most of whom already had some knowledge of the system. Few points required clarification during the subsequent question period.

The workshop sessions were a good sounding board for new directions and approaches in the planning process. During the afternoon session, many useful improvements and solutions to the plan format, planning system, plan implementation and planning priorities were suggested.

Deficiencies in the current planning processes were highlighted during the workshop sessions. Their resolution will be pursued through further discussion.

4.4 Future Directions

As a result of the workshop, the Policy Directorate has been advised that Planning Branch will prepare a strategic plan for the Branch to address the issues in Appendix 2 using suggestions made in the workshop sessions. The strategic plan will include:

- Mechanisms for closer liaison with regions.
- A review of the planning process from current literature in Western Australia, Australia and overseas
- A review of CALM Policy No. 1 "Planning".

APPENDIX ONE

PARTICIPANTS

Chairman: Chris Haynes - Director of National Parks

Paul Albone	- Planning Branch
Frank Batini	- Protection Branch
Bob Chandler	- Central Forest Region
Mary Colreavy	- Planning Branch
Gil Field	- Information Branch
Paul Frewer	- Planning Branch
Richard Hammond	- Recreation and Landscape Branch
Drew Haswell	- Metropolitan Region
Peter Hewett	- Director of Forests
Dennis Hilder	- Protection Branch
Steve Hopper	- Woodvale Research
Dexter Johnston	- Crawley Office (morning session only)
Paul Jones	- Crawley Office
Alan Lush	- Southern Forest Region
Richard May	- Planning Branch
Geoff Mercer	- Greenough & Gascoyne Regions
Sue Moore	- Planning Branch
Kate Orr	- Planning Branch
George Peet	- Northern Forest Region
Peter Sandell	- Planning Branch
Wayne Schmidt	- Recreation and Landscape Branch
Rick Sneeuwjagt	- Protection Branch
Warren Tacey	- Kelmscott Office
Neil Taylor	- Central Forest Region
Roger Underwood	- General Manager
Alan Walker	- Southern Forest Region
Ken Wallace	- Wheatbelt Region
John Watson	- South Coast Region
Jim Williamson	- Planning Branch

APPENDIX TWO

INFORMATION SESSIONS

1. The Existing Planning System - Paul Frewer
2. Regional Perspective - Bob Chandler
3. What does the Whealtbelt Region Want From Planning - Ken Wallace
4. Other Planning Functions - Jim Williamson
5. Other Options for Land Management Planning - Sue Moore

WORKSHOP ON LAND MANAGEMENT PLANNING

THE EXISTING SYSTEM

Paul Frewer, Planning Branch

1.0 Introduction

Within the CALM organisation planning has many different facets and is undertaken by a wide range of different branches, sections, and operations. This includes financial planning, inventory, hardwood and softwood production.

The focus of this talk is directed at the activities which are undertaken by Planning Branch, which includes land management planning.

The objectives of this paper are to:

- i) explain Planning Branch organisation
- ii) outline the planning system including CALM's statutory planning process
- iii) raise major issues and opportunities which exist to expedite planning.

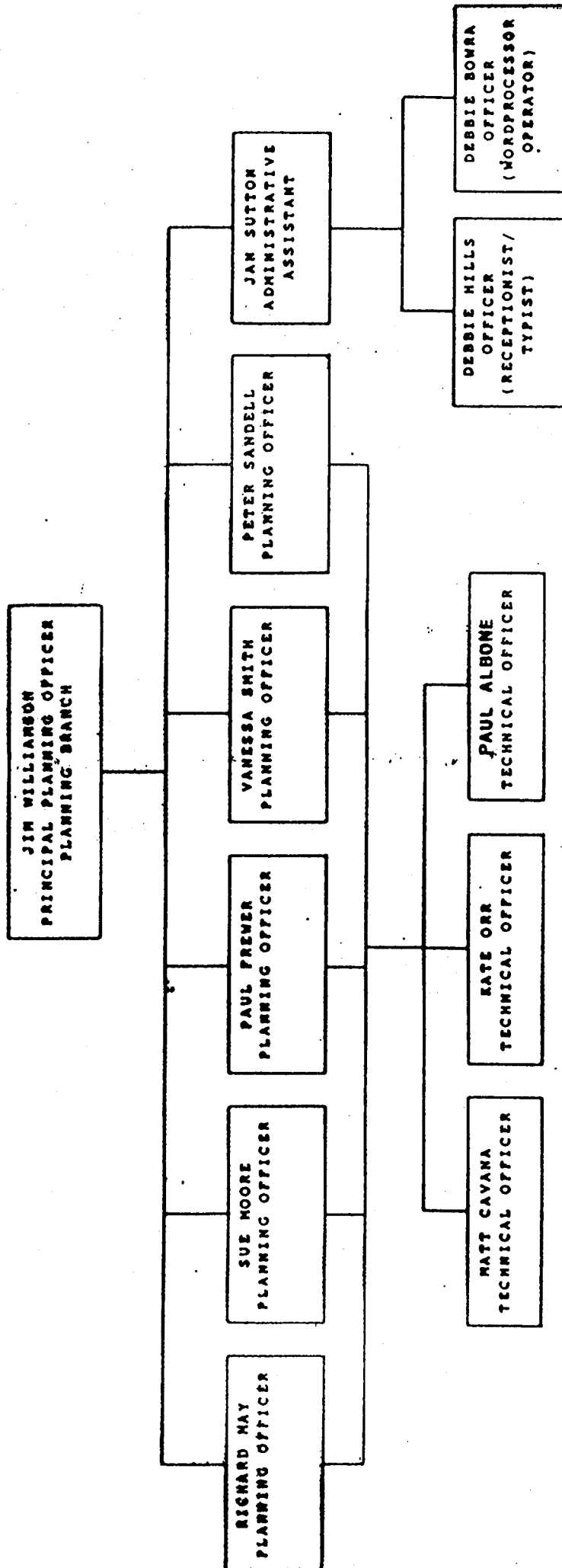
2.0 Branch Structure

Planning Branch is a specialist branch situated within the Division of Technical Services, and located at Murdoch House. The branch consists of twelve staff made up of Branch Manager, five Planning Officers, three Technical Officers, one Administrative Assistant and two typing/reception staff. (See Figure 1).

3.0 Planning System

The branch is subject to a number of demands for services and is involved in a wide range of projects. In looking at the demand side there are a several factors which drive the planning system. These come from within and outside of the Department. The major factors are:

FIGURE 1.
PLANNING BRANCH ORGANISATION SHART



- i) CALM legislation - This commits the controlling body (Lands and Forests Commission or National Parks and Nature Conservation Authority) to the preparation and review of management plans (Section 54 of the CALM Act) and outlines the objectives and general contents of the plans (Sections 55 and 56), and public participation in the planning process (Sections 58 and 59).
- ii) Corporate Plan - A framework which commits Planning Branch to a course of action within the organisational structure of CALM. The corporate plan has a commitment for a program of 25 management plans in a five year program.
- iii) Planning Policy Statement No. 1. - This sets out the general approach to land management plans within the Department. It includes the hierarchy of management plans, that is statewide, regional and area plans, the establishment of priorities for planning, details of the overall steps of the planning process and identifies other planning mechanisms.
- iv) Regional demands - every year regions are requested to review their requests for management plans. This is to ensure that the preparation of plans is as up-to-date as possible with regional requirements, and is sensitive to the changing operational needs of regions. These are collated into a five year program and endorsed by the Policy Directorate.
- v) Political directives - Through the Departmental Policy Directorate there are often demands for plans which are generated by political initiatives external to the Department. Recent examples are management plans for areas such as Bungle Bungle, or Rudall River, or for other planning studies, e.g. Abrolhos Islands.
- vi) External agencies - There has been an increasing demand placed by external agencies such as State Planning Commission and Western Australian Water Authority for involvement in their planning. CALM contributes at varying levels to these planning initiatives such as regional plans or because of the current direction of planning within WAWA, management plans for catchments in State Forest.

These demands express themselves as a series of outputs for products from the Branch which serve a range of clients. Major outputs from the Branch are:

	CLIENT
i) Area Management Plans	CALM
ii) Regional Management Plans	CALM
iii) Planning Strategies	CALM/other agencies
iv) Liaison/Consultation e.g. Committee Involvement Co-ordinating Committees	CALM/other agencies
v) Planning Advice eg. Subdivisions	SPC

(See Figure 2).

The commitment to these duties varies from officer to officer within the branch, and ranges from a 100% commitment to CALM management plans, to about 20% at the moment. This changes from time to time as projects are completed, and how demands are placed on the system. Depending upon the origin of the demand and agreement from the Policy Directorate, the client mix being served can change markedly.

4.0 CALM Statutory Process

As mentioned earlier, the CALM Act prescribes a framework for management plan preparation, and sets out a planning process. The process has key elements which are laid down in the Act. These are:

- i) Requirement for the preparation and review of management plans
- ii) Involvement of the public in the planning process
- iii) Approval of the draft plan by the controlling body (LFC or NPNCA) and approval of the final plan controlling bodies and the Minister.
(See Figure 3).

This statutory process can be regarded as a minimum requirement as the usual range of consultations and public involvement in the preparation of the management plan is beyond that prescribed in the Act.

FIGURE 2

GENERAL MODEL OF THE PLANNING SYSTEM

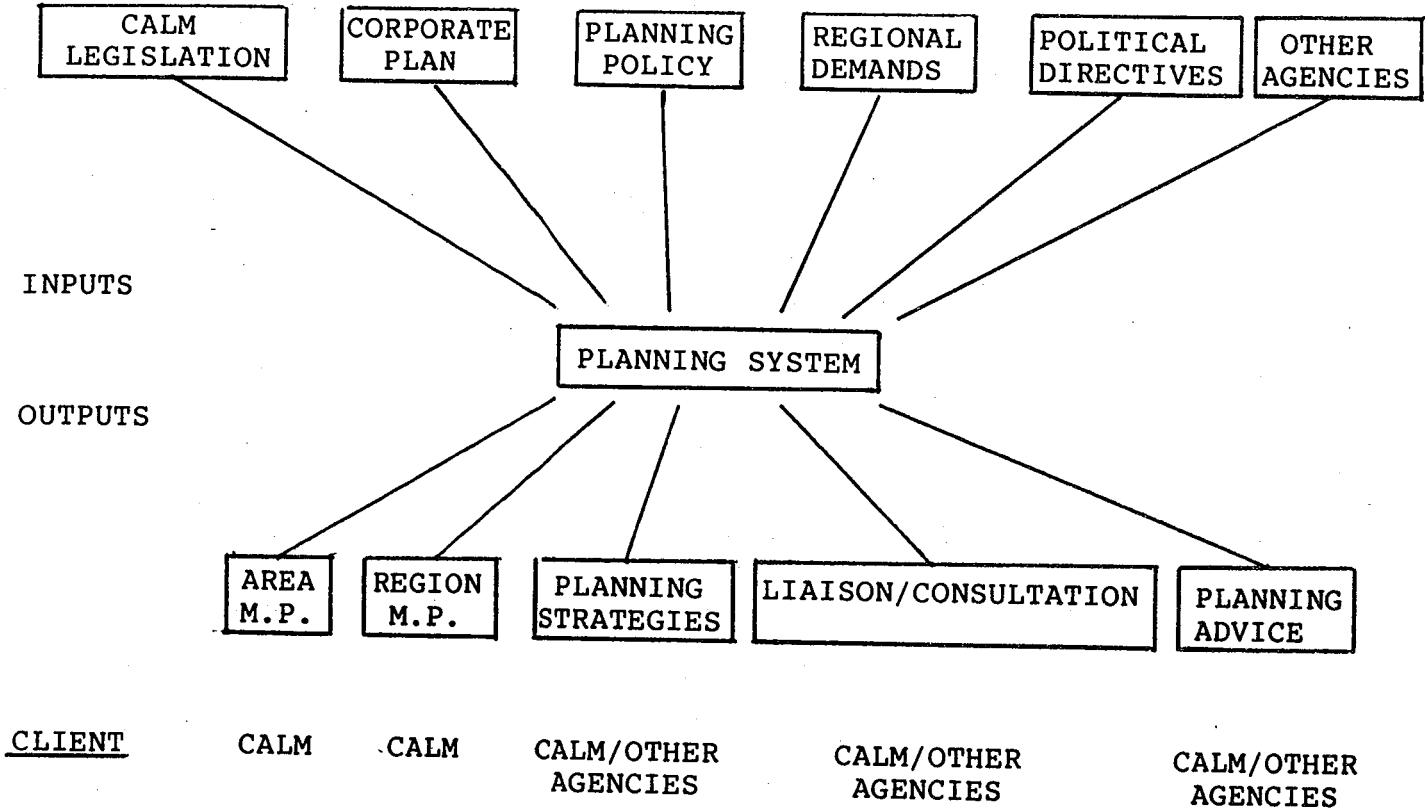


FIGURE 3

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

LAND MANAGEMENT PLANNING PROCESS

Identification of Planning Priority Areas (Regions or Areas)



Development of Draft Management Plan ---

Public
Participation
Consultation
Research



Endorsement by NPNCA and Public Release



Public Submission Period (minimum 2 months)



Summary of Public Submissions



Production of Final Plan



Endorsement by NPNCA and Minister for
Conservation and Land Management



Final Management Plan



Implementation

Review after maximum 10 years

The steps set down in Figure 3 are the major stages in the process. A more detailed flow chart, including the involvement of Policy Directorate, and referrals are listed in Appendix 1.

5.0 CALM Planning Policy

CALM's planning policy provides a clear statement of interest and direction in the execution of CALM's statutory responsibility for management plans.

The approach to plans within CALM has been the appointment of a project team, with Planning Branch as either the co-ordinator or as a contributor. In the cases where consultants have been used in plans, a Planning Branch officer is used to supervise and liaise with the consultants. In most cases the branch has played a major role in project management, including collection and compilation of resource data, organisation and undertaking of public participation, plan formulation, liaison, editing, and publication.

6.0 Progress of Management Plans

The program which the Branch has undertaken is summarised in Table 1. There are currently ten management plans finalised, of which seven are area plans, and three are regional plans. Two final plans are in preparation.

Five plans are in draft form and released for public comment, and eleven plans are in preparation.

A further five plans external to the organisation are being undertaken.

7.0 Major Issues

From the above outline there are a number of key issues which I believe are central to the workshop today. These are:

1. Planning Branch delivers services to a range of clients. How can the client relationship be improved, made more efficient, and ultimately how can it most effectively satisfy demands?
2. What opportunities are there for better use of the planning process?
3. What alternatives are there to the statutory planning process?
4. Does the existing planning policy reflect current needs?

This talk has been a brief introduction to the Branch, its services, products, and the processes which underpin the production of plans. It has also introduced some issues which will be expanded upon later in the morning; viz other planning initiatives and alternatives to management plans.

TABLE 1

PLANS ALREADY APPROVED OR IN PREPARATION

FINAL MANAGEMENT PLANS APPROVED

DATE GAZETTED

Mooradung Nature Reserve	28 February 1986
Nature Reserves of the Shire of Wyalkatchem	21 February 1986
Forrestdale Lake Nature Reserve	10 July 1987
Nature Reserves of the Shires of York and Northam	10 July 1987
Benger Swamp Nature Reserve	12 February 1988
Shannon Park and D'Entrecasteaux National Park	8 January 1988
Cape Range National Park	1 December 1987
Northern Forest Region RMP	12 February 1988
Central Forest Region RMP	12 February 1988
Southern Forest Region RMP	12 February 1988

FINAL MANAGEMENT PLANS BEING PREPARED

Lane Poole Reserve
Marmion Marine Park

DRAFT MANAGEMENT PLANS RELEASED
FOR PUBLIC COMMENT

DATE OF RELEASE

Leeuwin Naturaliste National Park	11 December 1987
Waroona Catchment	9 March 1988
Logue Brook Catchment	9 March 1988
Yanchep National Park	20 April 1988
Ningaloo Marine Park	May 1988

DRAFT MANAGEMENT PLANS BEING PREPARED

Bungle Bungle National Park
Dampier Archipelago
Fitzgerald River National Park
Hamersley Range National Park
Herdsman Lake
Ningaloo Coastal Reserve
Rudall River National Park
Shoalwater Bay Islands
South Coast Region
Two Peoples Bay
Walpole Nornalup National Park

CO-OPERATION WITH OTHER ORGANISATIONS

Abrolhos Islands Planning Strategy (with SPC and Fisheries)
Kimberley Region Planning Study (SPC)
Leeuwin-Naturaliste Region Plan Part II (SPC)
Peel Region Study (SPC)
Wellington Dam Planning Strategy (SWDA)

CALM FIVE YEAR MANAGEMENT PLAN PROGRAM

1. West Cape Howe	South Coast Region
2. Walpole Nornalup	Southern Forest
3. Kemerton	Central Forest
4. Leschenault	Central Forest
5. Kimberley Region Plan	Kimberley
6. Alfred Cove	Metropolitan
7. John Forrest	Northern Forest
8. Dryandra, Boyagin, Tutanning	Wheatbelt
9. Beeliar	Metropolitan
10. Lennard Gervasse	Central Forest
11. Goldfields Regional Plan	Goldfields
12. Greenough Regional Plan	Greenough
13. Lake Dumbleyung	Wheatbelt
14. Wheatbelt Regional Plan	Wheatbelt
15. Nambung	Greenough
16. Stirling Range	South Coast
17. Pilbara Islands	Pilbara
18. Kalbarri	Greenough
19. Shark Bay Parks and Reserves	Gascoyne
20. Parry's Lagoon	Kimberley
21. Millstream Chichester	Pilbara
22. Serpentine	Northern Forest
23. Abrolhos	Greenough
24. Devonian Reefs	Kimberley
25. Metropolitan Regional Plan	Metropolitan

Approved by the Policy Directorate May 1988

NOTE: During this five year period, the existing approved management plans for Thomsons Lake and Forrestdale Lake will come up for revision.

STAGES IN THE PLANNING PROCESS

ESTABLISHING WORKS PROGRAM PRIORITY

1. Regions contacted and regional priorities for plans.
2. All submissions are collated and assessed,
3. Priority program of management plans is established.
4. Endorsement by Policy Directorate.
5. Final list is incorporated in Planning Branch works program.

PLANNING PHASE

6. Subject to staff availability and funds, plan is proposed to commence.
7. Liaison with region/district re requirements and issues in the plan.
8. Appointment of project team.
9. Approval by Policy Directorate to commence plan preparation.
10. Collection of resource data
 - inside CALM
 - outside CALM
 - Other Government agencies
 - Local authorities
 - Interest groups
 - Individuals
 - identification of "gaps" in required data
 - Research - bio-physical
 - visitor information
11. Public participation
 - determine audience for particular method (if any)
 - workshops
 - written submissions
 - visitor survey
 - media
 - advisory committees
12. Set objectives.

13. Forward objectives to Policy Directorate
if required review and resubmit
if yes, to NPNCA if required review and resubmit
if yes, incorporate in plan.
14. Prepare planning strategies, evaluate options.
15. If necessary, submit issue papers to Policy Directorate and, if required NPNCA/L.F.C.
16. Write draft plan.
17. Submit to specialist branches, agencies for comment eg. fire protection, research.
18. Submit plan to individual policy directors.
19. Subject to advice in (15) submit to Policy Directorate
if required, review and resubmit.
if yes, edit
20. Submit to NPNCA - if required, review and resubmit
if yes, edit.
21. Prepare for public release
 - organise edit, final mapping, artwork
 - printing quotes
 - appoint a printer
 - other liaison - brochures
 - contact Minister's office
 - venue for release
 - media involvement.
22. Release for public submissions.
23. Public consultation during submission period - meetings etc.
24. Close of public submission period.
25. Analyse public submissions.

26. Prepare summary of public submissions.
27. Revise draft plan.
28. Submit to specialist branches/agencies for comment; edit.
29. If necessary, submit major issue papers to Policy Directorate and if required NPNCA/L.F.C.
30. Submit final plan for Policy Directorate
if required, review and resubmit

if yes, edit
31. Submit to N.P.N.C.A. - if required review, and resubmit

if yes edit
32. Forward to local Authorities for comment (Section 59 CALM Act).
33. Forward management plan, summary of public submissions and local authority comments to Minister for approval of management plan.
34. Organise release of final plan.
35. Gazettal of plan.
36. Gazettal as fire management plan by Bush Fires Board.
37. Implement Plan.
38. Monitor Implementation.
39. Review plan as required.

Back to Step 1.

REGIONAL PERSPECTIVE

Bob Chandler, Central Region

STATUS

Officially planning has a high status in CALM. The CALM Act, the existence of a Planning Branch and the support of a range of senior managers testifies to this.

So how does this rate down in the bush?

I believe the term which best describes our planning at present is "Hotch Potch".

A hotch potch being a dish containing a mixture of many separate ingredients.

Other definitions of a hotch potch such as "a confused assemblage", "a medley", "a jumble", "a farrago", - fortunately do not describe our planning.

Some of our planning I would suggest is first class and an example to other Government Authorities, but I contend that overall it has not yet coalesced into a homogeneous mixture.

Partly this is brought about by the necessity to concentrate on specific types of priority reserves. Also it is a natural process of evolution as we discover for ourselves the methods and products which best suit our circumstances. To a large extent I know CALM is a path finder in the realm of natural land use planning and I suspect also in the broader sphere of public resource planning and consultation. So we can't expect to have it all together at the outset, it will take time.

As I read it, in terms of planning products we are concentrating on the heavyweights, the Corporate Plan, and area management plans, and in reserve or land use terms the "Conservation" end of the spectrum. (Conservation always of course being a relative term). This is sound planning theory, TOP - DOWN driven by policy, rather than BOTTOM - UP driven by operations.

However, due to the thoroughness and slowness of the process there seems to be a large ground swell of the "lower forms" of planning languishing. I believe this is largely an artifact of having a properly defined planning structure. Now that we can contemplate the whole spectrum of planning products it is easy to see the pre-existing gaps.

However, I am sorry to report that not everyone views the scene in such an objective light. There is the impression in some quarters that planning is now a lumbering leviathan, painfully gathering little bits of real estate for the slow mills of the Gods grinding away at Murdoch House, Como and Crawley.

No doubt everyone is impressed by the fine texture of the grist, but hardly relevant, they believe, until they hear the ponderous footfall of the planners in their balliwick.

Regardless of the system I suggest planners are still up against some long established and deepening prejudices against planning.

I have found people to be strangely ambivalent about planning. On the one hand they acknowledge when pressed, that planning is essential to the attainment of goals, but on the other hand they don't really seem to believe it works in practice.

They claim the thickness of a plan is directly proportional to the amount of dust it gathers and inversely proportional to its usefulness.

OVERHEADS - unnecessary theory - it'll happen anyway.
- futile theory - it will stuff up/change.

I must say that from time to time, in the recurrent bouts of depression that afflict all planners, I have entertained all of these malevolent attitudes to planning.

That is:

Until recently, when I had a sudden insight, a born again revelation, when taking the Capel Shire on a tour of the Tuart forest in the tender company of Westralian Sands. I was carrying in my hand the old working plan for the Tuart forest going back to the 1920's. It was with barely disguised glee I found myself able to quote the long term management intentions for the forest. The venerable fading pages of the document proved our intent and its realization with great authority. I have since realised that the same can be said for the 1976 Boranup Working Plan which very accurately prophesied today's proposed use and management requirements of the forest.

So there is nothing new under the sun, it merely changes its guise.

They are now called Area Management Plans.

ACHIEVEMENTS

Numerically the achievements to date in the Central Forest Region appear modest:

Of four national parks - 1 area management plan, 1 interim guidelines.

Of 47 nature reserves - 1 area management plan, 23 draft interim guidelines.

Of 19 Conservation Parks - none prepared.

Of State Forest - two draft area management plans for catchments.

CFR - RMP

At this rate it will take about ten years to finish.

However the numbers belie the accomplishments:

1. The main benefits have been a boost to our self confidence in dealing with public attitudes to land management and a greatly increased public profile.
2. Direct relations with the public through our planning and management process is the only way to build up a supportive constituency.
3. I believe there is an increasing respect for our professionalism by Shires and other Government authorities through their involvement in the development of formal plans.
4. Our sense of purpose and efficiency should improve as we capitalise on the first round of completed plans.
5. Whether accepted or rejected by individuals there is a greatly heightened awareness of planning imperatives by everyone.
6. The areas covered by the plans are undoubtedly better protected and managed.

POTENTIALS

1. Perhaps for the next couple of years we have to maintain the current programme of concentrating on the larger priority areas.
2. However I suggest a systematic attack on all of the other areas and planning products to the tune of
10% of Planners Branch Time
20% of Regional planners time - Parks and Reserves
- Planning Officer

3. This would involve a formal program of regular contacts between Planning Branch, the Regions, and the operations people in Districts. (I know comparisons are invidious but I would like to recommend the Environmental Protection Branch Model where a very few people have a substantial influence over a wide area).
4. Perhaps we need to continuously develop our planning methodologies: e.g. Is multiple use a - concept, a reserve purpose, a land use or a priority use zone?
 - The RMP says "Every area within a land use plan proposed by CALM is allocated a priority use". How is it then that most people believe that State Forest is entirely zoned 'multiple use' when multiple use is not a recognised priority use. And in any case, multiple use means different priority uses at different times and places, so the forest is zoned accordingly.
 - What will be the basic planning unit in State Forest?
 - Can we define 'planning' and 'planners' better? Planning can mean anything to anyone - it should be more specific.
 - How do we go about (integrating the many disparate layers of planning? eg. Mining, logging, recreation, landscape, fauna and flora, burning, dieback etc.

This is the ultimate challenge. Suggest a system of compatible maps? Integraph.

When we have as planners pulled this off, the Hotch Potch will be no longer.

WHAT DOES THE WHEATBELT REGION WANT FROM PLANNING BRANCH?

K. Wallace, May 1988

Leaving aside the question of resources, there are three ways that the Planning Branch can facilitate and encourage effective planning in the Wheatbelt Region. These are as follows:

1. **By providing advice concerning planning philosophy and techniques.** For example, by answering questions such as "is public participation always a good thing?" and "when is it appropriate to use zoning?"
2. **By providing advice concerning the success or failure of management plans, both CALM plans and others.** This advice would, of course, include the reasons for the success or failure of plans and the consequent lessons for planners. The need to assess plans (and the planning process) is exemplified by the quotes given in Attachment 1 from an article by J.E. Crawford published in the "Transactions of the 51st North American Wildlife and Natural Resources Conference".
3. **By writing plans, both as a major and minor partner with regional staff.** Table 1 gives some example of the potential involvement of Planning Branch in this process.

TABLE 1: Some examples of the potential input of Planning Branch with respect to planning in the Wheatbelt Region.

PLANNING PROCEDURE	PLANNING BRANCH ROLE
Information gathering	Collate information held in Perth; Advise concerning the design of information systems;
Decisions: Policy and Guidelines	Advice concerning precedents, role of other government bodies etc; Ensure that there are a <u>range</u> of management plan types available to provide a set of guidelines and management experiments;

Decisions: Proposed
Operations

Advice, co-ordination of
advice from within and
outside CALM;

Writing/Graphics etc

Do, set standards;

Write interim guidelines
on the basis of
information provided by
districts;

Approval and Public
Participation Process

Co-ordinate, arrange,
ensure correct
procedures.

One of the contributions listed in Table 1 is "to ensure that there are a range of management plan types (models) available to provide a set of guidelines and management experiments". This is a particularly important point. While I readily accept that areas of high political interest, particularly those subject to intensive recreation and/or commercial operations, will attract most of Planning Branch's efforts, I believe that at least 5% of the branch's resources should be allocated to producing a set of model management plans which cover the gamut of land types and uses within the CALM estate. These plans should be for actual CALM reserves which are selected for their ability to add to our system of model plans rather than for any political reason. Model plans would provide a means for resolving - or at least airing - broad management issues and thus provide some guidance for operational staff concerning management in relation to a range of land types and uses. Table 2 lists some of the areas for which we in the wheatbelt require model plans.

TABLE 2: Examples of land types and uses in the wheatbelt for which model plans are required:

- * Inland wetland with recreation issues
- * Nature reserve subject to extensive mining or exploration in the Wheatbelt or Goldfields
- * Nature reserves of the Cranbrook Shire (i.e. small reserves within an inland fire sensitive area).
- * Large mallee reserve totally surrounded by farmland; or abutting agricultural land
- * Large western wheatbelt reserve; eg. Tutanning
- * Timber reserve

In my view the production of a set of model plans is, given the scarcity of resources, one of the best means that the Planning Branch could adopt to help my Region.

In closing I would like to present the management plan we have in the wheatbelt (Table 3) which we use to guide our operations with respect to some 70-80% of our reserves. I would like to pose two questions with regard to this plan - Is it a legitimate, CALM management plan? Should we distribute our plan for public comment?

TABLE 3: A Wheatbelt Management Plan

POLICY/GUIDELINE: To maintain or improve on the status quo.

PROPOSED OPERATIONS: Inspection

Enforcement

Record changes to the status quo, opportunistic observations and any action taken

Rehabilitation

PLAN OBJECTIVES: to show the public and government bodies that someone cares for the reserves

to stop further degradation of reserve values

to collect information for both over-all planning and planning for individual reserves

to establish baseline data so that the impact of management strategies can be measured.

ATTACHMENT 1

"Initially, there was an enthusiastic and optimistic outlook by many, both inside and outside BLM, for planning to format objective resource decisions by resource professions. This state of naivete rapidly wilted to reality when the lands nobody once wanted proved to have modern-day resources and uses that everybody wanted."

"Coming to grips with a present-day RMP is like trying to consume a 400-pound marshmellow in one sitting. What does it do? What does it say? And what firm decisions have been effected?"

P 406. Trans. 51st N. A. Wildlife & Nature Reserve Conference.

OTHER PLANNING FUNCTIONS

Jim Williamson, Planning Branch

- A. Involvement of Planning Branch in planning projects with other agencies.
1. State Planning Commission (SPC)
 - 1.1 Leeuwin Naturaliste Region Study Stages 1 & 2
 - 1.2 Peel Region Study
 - 1.3 Shark Bay Region Plan
 - 1.4 Rural Policy Statements
 - 1.5 Rural Strategy Advisory Committee
 - 1.6 Country Planning Council
 2. South West Development Authority SWDA
 - 2.1 Wellington Dam Planning Study
 3. Waterways Commission
 - 3.1 Draft Swan River Management Strategy
 4. Fisheries Department and SPC
 - 4.1 Abrolhos Islands Planning Study
 5. Regional Development and SPC
 - 5.1 Coral Bay Study
 6. Water Authority of WA
 - 6.1 Waroona and Logue Brook Catchment management plans
 - 6.2 Water and Land Planning Liaison Committee (with Ag; EPA; SPC)
 7. Local Government Advice on planning matters.
 8. Other Agencies: marine and Harbours, DOLA, National Trust, EPA.
- B. Involvement of Planning Branch in CALM planning matters other than production of management plans.
1. Development of CALM planning policy
 2. Interim guidelines
 3. Necessary operations
 4. Issue Plans
 5. Subdivision and development applications.
- C. Liaison with regions and other sections in CALM: Fire, Research, Environmental Protection, Recreation and Landscape, Engineering, Finance, Land Administration, Information.

OTHER OPTIONS FOR LAND MANAGEMENT PLANNING

Sue Moore, Planning Branch

There are two main areas in which alternative approaches can be explored:

1. Planning mechanisms other than management plans
2. Other ways of preparing management plans

1. Other Planning Mechanism

The preparation of management plans is time and resource consuming; there are statutory requirements regarding contents and public involvement; and there are formal steps for endorsement by the Policy Directorate, NPNCA and/or LFC and Minister.

A number of other planning mechanisms are available within CALM. These include interim management guidelines, site plans, issue plans and wildlife management programs. A brief outline of what each covers, when to use them and examples of each are listed in the attached table.

Public involvement in management plans is mandatory, involvement in these other mechanisms is optional.

Options

One of the following options could provide a broader, more efficient approach to planning:

- a. Keep existing approach with strong emphasis on management plans.
- b. Provide guidelines, liaison and training on other planning mechanisms (including criteria to determine which mechanism to use).
- c. Other.

2. Other Ways of Preparing Management Plans

There continues to be a greater demand for management plans than can be currently met by Planning Branch.

In the existing planning environment:

- . plan production is based on a major involvement by Planning Branch

- . takes a minimum of 12-18 months for a planning officer and project team (degree of involvement differs from plan to plan) to produce a management plan
- . Planning Branch has limited resources in the face of increasing demands for plans
- . consultants have been used in the past with limited success
- . currently approximately a quarter of the Branch is allocated to projects other than management plans.

Options

One, or a combination of the following options could enhance the efficiency and rate of management plan production:

- a. Keep existing approach and rate of plan production.
- b. Employ more planning staff.
- c. Employ more consultants for specific tasks.
- d. Increased regional involvement where resources are available. Planning branch would provide training, guidance and liaison.
- e. Change emphasis from area management plans to regional plans. This will "cover" the State faster and clarify where area management plans are still required.
- f. Other.

The objectives of any new directions should be twofold:

- . to increase efficiency of land management planning.
- . to increase the rate of management plan production.

Interim Management Guidelines	<ul style="list-style-type: none"> restricted to protection-based guidelines prepared in absence of management plan co-ordinated by appropriate specialist branch 	<ul style="list-style-type: none"> interim guidelines for protection mechanism for placing necessary operations in context 	<ul style="list-style-type: none"> Tutanning Cape Arid Watheroo
Site Plans	<ul style="list-style-type: none"> plans for recreation sites co-ordinated by Recreation and Landscape Branch 	<ul style="list-style-type: none"> site degradation requires management action obvious potential for site degradation 	<ul style="list-style-type: none"> John Forrest One Tree Bridge Geikie Gorge
Issue Plans	<ul style="list-style-type: none"> single issue plans (eg. protection, recreation) co-ordinated by appropriate specialist branch 	<ul style="list-style-type: none"> land management issue at district/region level requires resolution 	<ul style="list-style-type: none"> South Coast Dieback Protection Plan Northern Forest Recreation Plan
Wildlife Management Programs	<ul style="list-style-type: none"> single species or group of species co-ordinated by Research Division 	<ul style="list-style-type: none"> conservation and management of particular species or group of species 	<ul style="list-style-type: none"> Noisy Scrub Bird Kangaroos

* Although Resource Allocation Plans are included in Policy Statement No. 1, they have not been included in this outline as they are directed more towards allocation of equipment and personnel rather than towards land management planning.

APPENDIX THREE

ISSUES RAISED DURING "BRAINSTORMING" SESSION

PLANNING PROCESS

1. Appropriate planning techniques.
2. Assessing social needs.
3. Co-operative planning principles.
4. Confidential information.
5. Integration of area plans with site plans.
6. Involvement of public in planning issues.
7. Involvement of Regional staff.
8. Management of information systems.
9. Marketing draft plan.
10. Market research in plan formulation.
11. Minimising public input.
12. Other Departments' plans.
13. Planning in absence of management plans.
14. Political influence.
15. Processing of plan through controlling bodies.
16. Public method involvement and assessment.
17. Use of consultants.
18. Use of other resources.
19. Use of scientific staff.
20. Use of specialist branches.
21. Zoning.

IMPLEMENTATION

1. Deadlining of plan implementation.
2. Evaluation system - level of effort required.
3. Financing of implementation.
4. Measures of plan acceptability.
5. Monitoring and review of implementation.
6. Ownership of plans by operations staff.
7. Practicality for implementation.
8. Public input in plan implementation.
9. Time span of plans.

PLANNING CONSIDERATIONS

1. Advisory committees in planning.
2. Determining planning priorities.
3. Development of policy to resolve issues.
4. Five year plan for Planning Branch.
5. Grouping of areas - one plan.
6. Limitations of interim guidelines for National Parks.
7. Regional vs Area Management Plans.
8. Research into planning process.
9. Review of planning policy.
10. Planning for necessary operations.
11. Scoping of plan.
12. Status of framework plans.

PRODUCT

1. Format.
2. Length of plans.
3. Level of detail of resource information.
4. Minimum content for Statutory plan.
5. Model plan.
6. Planning terminology.
7. Presentation of plan.

PLANNING BRANCH STRUCTURE/ORGANISATION

1. Location of Planning staff.
2. Personnel organization.
3. Role of Planning Branch staff in training.

APPENDIX FOUR

SYNDICATES:

GROUP A

Facilitator: Richard May

Frank Batini
Drew Haswell
Peter Hewett
Warren Tacey
Alan Walker
Ken Wallace

GROUP B

Facilitator: Sue Moore

Paul Albone
Bob Chandler
Richard Hammond
Dennis Hilder
Neil Taylor
Roger Underwood

GROUP C

Facilitator: Paul Frewer

Mary Colreavy
Alan Lush
Kate Orr
George Peet
Ric Sneeuwjagt
John Watson

GROUP D

Facilitator: Jim Williamson

Gil Field
Steve Hopper
Paul Jones
Geoff Mercer
Peter Sandell
Wayne Schmidt

The information in this Appendix forms the basis for Administrative Instruction 39, prepared by a Departmental Working Group.

NECESSARY OPERATIONS - A GUIDE FOR MANAGERS

INTRODUCTION

Necessary operations apply to National Parks and Nature Reserves when there is no approved management plan. They are defined in the CALM Act, section 33(4), as "those operations that are necessary for the preservation or protection of persons, property, land, flora or fauna, or for the preparation of a management plan".

By this definition necessary operations are restricted in scope and it is important that they do not pre-empt the options for a future management plan.

Necessary operations are usually proposed as part of the interim guidelines prepared by district and specialist staff, to guide the management of an area until a management plan is prepared. (Refer to Administrative Instruction No. 23 Interim Guidelines for Operations). Occasionally, necessary operations are proposed as a reaction to crisis, or to deal with a particular problem; for instance feral animal control, or upgrading a recreation site that may be suitable now but with increased use would deteriorate.

Necessary operations must be approved in a consistent manner and must be environmentally acceptable. It must also be clear what constitutes a necessary operation. This is a guide to CALM Managers on these issues.

CRITERIA FOR DECIDING WHETHER AN OPERATION QUALIFIES AS A NECESSARY OPERATION

The criteria themselves are those listed above, ie. necessity for:

- (1) preservation of
 - . persons
 - . property
 - . land
 - . flora/fauna; or
- (2) preparation of a management plan;

and ultimately any project must comply with these criteria.

Some factors which may assist in leading to the decision are:

- . Whether the proposed operation is part of an already approved program (NB: care should be taken in distinguishing the provisions of S.33 from those of S.150 which deals with the Executive Director honouring the commitments made under prior legislation).
- . Whether the proposed operation is maintenance, complete reconstruction of an existing facility, or a new facility (NB: the latter two do not rule out a proposed project as a necessary operation but need more careful consideration).
- . Whether a management plan would be pre-empted by a proposed operation.
- . Whether a management plan is being prepared, or is due to be started shortly. (This is not so much a legal factor as a "political" one, ie. if we start work on a new project at the same time as a plan, the planning process might be considered to have been short cut).
- . Whether interim guidelines are available (approval of these will have already taken the requirements of the Act into consideration).

Some factors which should not be used as justification for work to proceed as a necessary operation are:

- . Policy alone justifies it.
- . Other legislation justifies it (NB: if overriding Acts such as Special Agreement Act or the Mining Act are applied this does not constitute a use of S.33).
- . Strong public opinion.

These points are provided for guidance. The decision making, at the appropriate level in the attached list, must concentrate on the criteria in the Act and on these alone. If you are in doubt you should refer the issue to the General Manager for guidance.

ENVIRONMENTAL EFFECTS

The likely environmental effects of necessary operations must be evaluated using the checklist provided.

LEVEL FOR APPROVAL

Refer to table provided as a guideline. The less routine the operation, and the greater the perceived environmental effects, the greater is the need for referral to Senior Management. Approval must be obtained before necessary operations are carried out.

WORKS PROGRAMME FOR APPROVED OPERATIONS

Works programmes, budgets and prescriptions for necessary operations are to be prepared at District/Park/Reserve level.

SUPERVISION AND MONITORING

All approved necessary operations must be effectively supervised. The effects must be monitored.

EXCEPTIONS

In cases of emergency, the requirement to safeguard human life (eg. visitors/neighbours/Departmental staff) overrides other considerations.

Syd Shea
EXECUTIVE DIRECTOR

18 July 1988

Distribution: Lists A,B,D,E & F

LEVELS FOR APPROVAL FOR NECESSARY OPERATIONS
IN NATIONAL PARKS, NATURE RESERVES
AND CONSERVATION PARKS

ACTIVITIES	PERSON TO APPROVE
Search and Rescue	DM
Fire Protection: firebreak maintenance firebreak construction burning buffers area prescribed burning fire suppression	DM Div M RM Div M DM
Disease Protection: existing programmes new programmes	DM RM
Control of Noxious Weeds: existing programmes new programmes	DM RM
Control of Feral Animals: existing programmes new programmes	DM RM
Protection of Known Rare Species, Cultural: archaeological and historic sites new occurrences/sites	DM RM
Recreation: existing facilities new facilities	DM Gen M
Access: maintenance closure new construction	RM RM Gen M
Control of Soil Erosion/Rehabilitation:	RM
Mining and Exploration:	Hon Minister
SEC, Telecom, WAWA, etc: maintenance new work	RM Gen M

DM = District Manager
RM = Regional Manager
Div M = Divisional Manager Operations
Gen M = General Manager
Hon Minister = Hon Minister for CALM

IMPACT EVALUATION CHECKLIST

NAME OF PARK, RESERVE, DISTRICT INVOLVED.

LOCATION WITHIN RESERVE (block, etc)

PRIMARY MANAGEMENT OBJECTIVE OF THE RESERVE

THE WORK PROPOSED - PURPOSE

TYPE & EXTENT OF THE WORK

ANY OTHER OPTIONS AVAILABLE? Specify,

APPLICATIONS OF "DO NOTHING" OPTION OR POSTPONEMENT

ACTION: Indicate with (/) or (X) in column (1) if proposed work is acceptable with respect to the environmental management issues listed. If not acceptable, consider acceptability of the proposed proposal in column (2), or 'do nothing' option column (3). Use column (4) for additional comments.	[1]	[2]	[3]	[4] <u>COMMENT</u> Indicate action required to overcome/minimize adverse impact, or if no information is available to allow a decision.
ISSUE	✓ x	✓ x	✓ x	
<u>GEOLOGY, SOILS, WATER</u>				
1 Caves, fossils, dunes				
2 Soil erosion/soil damage				
3 Stream salinity, sediment, run-off, drainage.				
<u>FLORA, FAUNA AND ECOSYSTEMS</u>				
1 Gazetted rare plants, restricted or unusual vegetation.				
2 Populations of fire sensitive species, wildflower display.				
3 Rare fauna, special habitats				
4 Stream, swamps, lakes, gorges, rock outcrops etc.				

3. <u>ENVIRONMENTAL PROTECTION</u>				
3.1 Disease (eg. dieback, insects)				
3.2 Weeds, feral animals				
3.3 Requirement for gravel, rock, borrow pits				
3.4 Modify fire regime/patterns				
4. <u>CULTURAL HERITAGE, SPECIAL VALUES</u>				
4.1 Aboriginal sites				
4.2 European				
4.3 Special reference sites, research plots				
4.4 High value sites, (farms, settlements, plantations etc)				
5. <u>RECREATION, ACCESS, OTHER USES</u>				
5.1 Public access, re-direct public use				
5.2 Increase public mis-use (eg. tracks degrade)				
5.3 Landscape, features, wilderness appreciation				
5.4 Visitor safety				
5.5 Increase demand for facilities and services (eg. rubbish disposal, toilets etc.)				
6. <u>MANAGEMENT CONSIDERATIONS</u>				
6.1 Can proposal pre-empt future Management Plan.				
6.2 Conflict with existing policy.				
6.3 Neighbours, local shires, community interests, Apiarists.				
6.4 Fulfil legal requirements (eg. Bushfires Act, etc)				
7. <u>ENDORSEMENT/APPROVAL.</u>				
<u>PROPOSER.</u>				Date
<u>DISTRICT/REGIONAL MANAGER ENDORSEMENT/COMMENT</u>				Date
<u>APPROVED/NOT APPROVED</u>				Date

APPENDIX SIX

PLANNING BRANCH WORKSHOP

Tuesday 10th May 1988

Chaired by Chris Haynes

AGENDA

- 9.00 - 9.15 Introduction
- 9.15 - 10.20 **Information Sessions**
- 9.15 - 9.30 The Existing System - Paul Frewer
- 9.30 - 9.40 Regional Perspective 1 - Bob Chandler
- 9.40 - 9.50 Regional Perspective 2 - Ken Wallace
- 9.50 - 10.00 Other Planning Functions - Jim Williamson
- 10.00 - 10.10 Options for Plan Preparation - Sue Moore
- 10.10 - 10.20 Discussion and Clarification
- 10.20 - 10.45 **Morning Tea**
- 10.45 - 12.00 Identifying the Issues - Syndicates
- 12.00 - 1.00 **Lunch**
- 1.00 - 2.30 Improvements and Solutions - Syndicates
- 2.30 - 3.00 Summary and Future Directions
- 3.00 - 3.30 **Afternoon Tea**
- 3.30 - 4.30 Necessary Operations - Jim Williamson