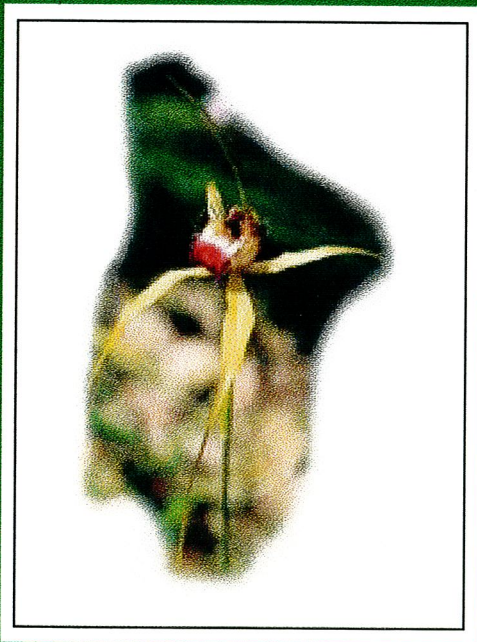


DEPARTMENT OF CONSERVATION AND LAND  
MANAGEMENT

# WESTERN EVERLASTING REPORT

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...ITS NOW OR NEVER



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# WESTERN EVERLASTING REPORT

ITS NOW OR NEVER

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## INTRODUCTION

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Western Everlasting is a major Department of Conservation and Land Management (the Department) conservation initiative that has two broad aims.

- 1) Conserve Western Australia's threatened plants by reducing the impact of threats such as *Phytophthora* and weeds, and by establishing new populations by translocation
- 2) Increase the appreciation of the State's wildflower heritage by both Western Australians and visitors, and increase revenue from nature-based tourism associated with the State's unique wildflowers.

The Minister for the Environment initially launched *Western Everlasting* in 1998 and in the Department's Corporate Plan (2000-2005), its implementation is identified as a strategic tool for conserving WA's biodiversity.

In fulfilling the first Western Everlasting aim, the Department already performs a wide range of threatened flora conservation initiatives, including:

- scientific research into the taxonomy and conservation biology of WA's native flora
- developing methods to control the spread of *Phytophthora* and invasive weeds
- *in situ* conservation of habitats and threatened species populations
- collection and cryogenic seed storage of the most critically endangered flora
- vouchering threatened flora specimens to document their identity and occurrence
- implementation of recovery plans for threatened species & ecological communities
- translocation of propagated seedlings to establish new wild populations

A number of other agencies and community groups also conduct threatened flora projects such as the Botanic Gardens and Parks Authority and the Wildflower Society of WA.

The Department has a somewhat disparate approach to implementing the second aim of Western Everlasting. Various units within the Strategic Development and Corporate Affairs and the Parks and Visitor Services divisions do however, as a by-product of their broader policy objectives, foster appreciation of WA's flora through education, publications, activities and interpretation. Rangers and conservation officers working within Regional Services also contribute towards public appreciation and knowledge of the State's flora through their normal interactions with park visitors and their work with local communities. The Herbarium through its extensive volunteer and regional herbaria programs also help to meet this aim. Various other groups, such as the Department's Threatened Species and Communities Unit (WATSCU) produce written material and give talks to



relevant groups that provide information about the State's threatened flora and ecological communities. All of these disparate activities need to be focussed and integrated into a coordinated strategy with strong linkages to the more operationally focussed first aim.

The Department facilitates nature-based tourism generally through joint initiatives with industry and the WA Tourism Commission, through its involvement in accreditation programs and by its provision of licensing, helps protect conservation values and monitor access to areas under its control. There are currently few initiatives or strategies that exist within the Department that aim to increase revenue from nature-based tourism associated with the State's unique wildflowers.

The scale and scope of *Western Everlasting* is potentially much broader and more diverse than the successful *Western Shield* threatened fauna conservation initiative. Of the 12,000 plant taxa occurring in WA, over 300 species are listed as threatened and another 2,000 are rare or poorly known and possibly threatened.

There are a range of processes that threaten the State's flora including land clearing, salinity, rising water tables, invasive weeds and dieback disease caused by the plant pathogen *Phytophthora*. There is a broad range of initiatives already in place or proposed to help conserve or protect our threatened flora that help combat the impacts of these threatening processes.

A single, identifiable, overarching initiative is needed, which will provide a central resource of knowledge about problems and solutions, which will help coordinate and integrate the work of existing projects and which will provide a high public profile for the work. By providing a strong identity with a well-targeted public message, which targets both local communities and tourists, it is envisaged that additional funding for threatened flora conservation work will be easier to attract and that additional funds will become available. By protecting our native flora now, we can all share in the benefits that flow from it in the future.

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## METHOD

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Through a process of literature review and direct feedback from the original proponents of the Western Everlasting project, (the sponsors), a list of stakeholders and interested parties was developed with the aim of interviewing them after a survey was developed. Examination of existing literature and advice from the project sponsors helped in the formulation of a set of interview questions. The questionnaire aimed to establish the current involvement of the interviewee and their affiliated group in threatened flora initiatives, their level of support for the concepts underlying Western Everlasting, and recommendations about the strategies that might be used to resource, manage and integrate Western Everlasting into a comprehensive program for threatened flora conservation. (Questionnaire attached)

A total of 37 responses were received. Each member of the project team analysed and tabulated all responses to one or more questions. Typically respondents referred to a number of issues in their responses to some questions. Where appropriate, these issues were separated and grouped for analysis. Where no commonality to a particular theme could be recognised responses were recorded as singletons. In addition, information on expenditure on rare flora and threatened community conservation was derived from both responses to questions 1 to 3, and from the Department's financial accounting database system.

This report synthesizes the analysis of responses gained from interviewees (and the Department's accounting data) and, where appropriate, provides recommendations on strategies for implementation that are based on this analysis.

## RESULTS

### *Question 1: Does your organisation/section/district currently engage in any type of Threatened Flora Conservation initiatives?*

All but three of the 37 respondents replied positively to this question. This would suggest that perhaps the question was not worded very clearly because four of those questioned were from sections that do not engage in threatened flora conservation initiatives and none of them completed an initiatives form nor stated what budget they had or how it was accounted for. Making the assumption that these four senior respondents were replying on behalf of the whole Department rather than their own section or division, the result for this question was.

	PERCENT RESPONSE
Do have threatened flora conservation initiatives	84%
Do not have threatened flora conservation initiatives	16%

*Table 1 Respondents with Threatened Flora Initiatives*

The five representatives from external groups who responded were all engaged in threatened flora conservation initiatives

### *Question 1 - Part 2: Current Initiatives derived from Initiatives Recording Sheets*

The purpose of the Initiatives Recording Sheet was to gain an appreciation for what work is currently being done on threatened flora in Western Australia. It is appreciated that while the Western Everlasting initiative failed to come to fruition, much work has been and is still ongoing for threatened flora conservation.

A total of 24 respondents submitted an initiatives sheet for the Western Everlasting Interview stage. Of these, only one respondent came from outside the Department. The team had hoped for Initiative Sheets from other external agencies, and this summary must take this into account.

A wide variety of initiatives were recorded, perhaps displaying the many faceted nature of threatened flora conservation. Initiatives recorded include:

- Statutory process
- Departmental Activity
- Biodiversity Conservation – Threatened Flora Management
- Threatened Flora Management Plans
- Natural Heritage Trust Programs
- Wetlands and Water and Rivers Grants
- Salinity Action Plan
- Biogene Projects
- Dieback research and control
- Seed Collection
- Bushrangers
- Bushcare
- Threatened Species Network
- Regional Nature Conservation Programs

A quick glance shows that most of these initiatives are externally funded, but this will be examined further.

Programs recorded under these initiatives could be classified into a few themes. These include:

- Threatened and Priority flora listing and monitoring
- Threatened flora management and recovery actions, including protection against threatening processes such as dieback, salinity, predation and weeds
- Conservation of Threatened Communities.
- Writing Interim Recovery Plans (IRPs) and Recovery Plans (RPs)
- Establishing and maintaining databases
- Biological surveys

Respondents listed a total of **447** taxa of flora that are currently worked on as part of the threatened flora programs. However it should be noted that a very large proportion of these were listed as being part of regional flora recovery plans, or priority listings, and as such some taxa would have little if any actually ground work carried out at this time. It should be noted that **337** taxa of flora are gazetted as in need of special protection and a further **2059** taxa are listed as Priority Flora by the Department. Therefore only **19%** of flora taxa that are either rare or priority listed are currently part of any initiative, and most of those are simply mentioned in Regional Recovery Plans (**254** taxa for one respondent responsible for *writing* a Regional Recovery Plan). Furthermore, only 75 of the 337 Declared Rare Flora taxa are currently managed under a Recovery Plan (RP) (2) or an Interim Recovery Plan (RP) (73). This represents only 22% of Declared Rare flora taxa.

There are also 71 Threatened Ecological Communities (TECs), although some of these communities are fauna based rather than flora based (cave fauna etc). Respondents listed all 71 communities.

Following is a summary of data provided by respondents through the initiatives reports. 33 projects were reported on for this process. Projects funded from external sources vs recurrent funding for 2000/01 is represented graphically below.

Clearly the bulk of funding for projects listed by respondents came from external sources, in fact a total of 79% came from Natural Heritage Trust (NHT), research grants or license fees. These results are at odds with the Department's financial records (see Figure 3) which indicate that 82% of flora conservation work is covered by recurrent funding and only 17% by trust funding such as NHT, SAP and others. This discrepancy could be because respondents have not taken into account recurrent in-kind and salary costs for flora conservation initiatives, the difficulty of specifying Western Everlasting jobs and activities in the Department's financial reporting system or, more probably, a combination of these.

Figure 1. (right) Funding sources for threatened flora initiatives expended in 2000/2001 (from initiatives reported by survey respondents)

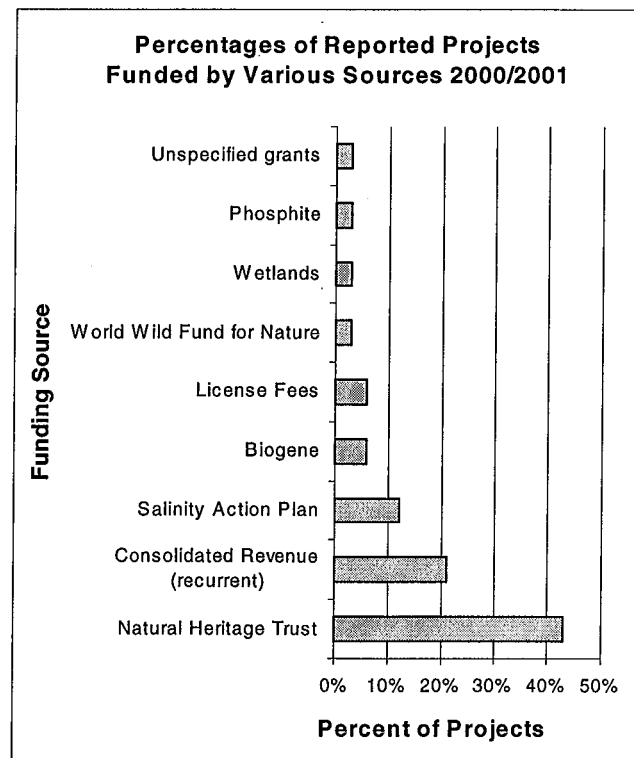


Figure 2. following shows the sources of funding of initiatives for this financial year (2001/02) as indicated by respondents.

In 2001/02, new external funding sources replace those that have been exhausted, giving the same totals for funding sources as in 2000/01. The reliance on external funds becomes increasingly clear by examining when these external funds run out. Most NHT funding will finish by October 2002, some by June or March 2002. NHT funding currently comprises 45% of total funding sources as reported by respondents. No external funding sources listed by respondents were expected to last past 2003, however alternative external sources may present between now and October 2002. Note that actual dollar figures for external and internal funding were impossible to gain from these responses. This is discussed in the analysis of Conservation and Land Management's annual budget (see Questions 1 and 2).

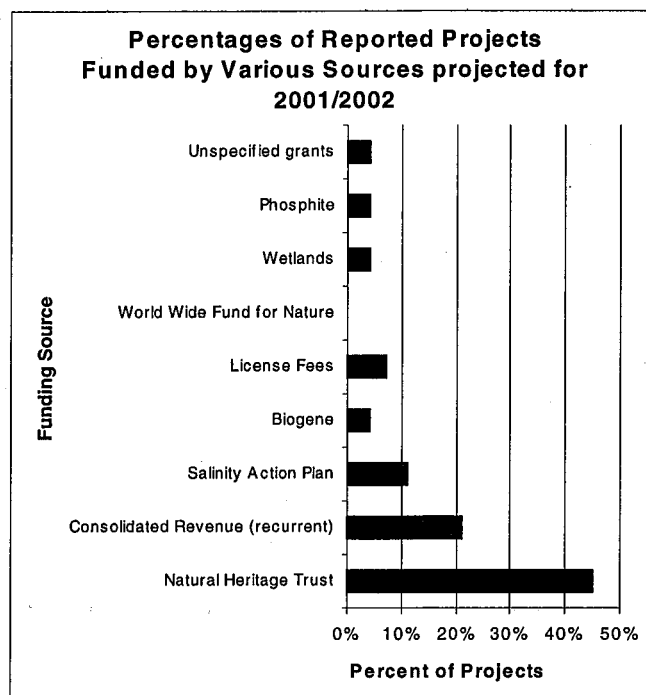


Figure 2. (above) Funding sources for projects reported in initiatives recording sheets for 2001/2002

Of particular interest is the list of collaborators on projects given by respondents. The list is quite extensive and includes:

- Departmental staff
- Outside consultants
- Botanic Gardens and Parks Authority
- Mining companies
- Volunteers and Land Owners
- Research Institutions, University Students and Schools (incl. Bushrangers)
- Community groups, interest groups
- Local Government
- Land Management Agencies
- Private enterprise
- TAFE
- Regional Herbaria
- Land Conservation District Committees
- Water and Rivers Commission
- Westrail
- Main Roads
- WWF
- Department of Environmental Protection
- Aboriginal Groups
- WA Museum
- Wildflower Society of WA

The initiatives recording sheet asked for number of hours put in by volunteers on threatened flora projects. A total of 1755 volunteers were recorded, spending a recorded total of 108,141 hours last financial year! However, many of these volunteers came from Bushrangers, making it

difficult to ascertain how many of those hours were actually spent on threatened flora. Removing Bushrangers, a total of 555 volunteers were recorded spending approximately 8,141 hours on threatened flora conservation.

It is not possible to estimate how much time and money volunteer groups and individuals actually contribute to threatened flora conservation as there are many groups such as private land holders not covered by the survey.

Extraction of data from the Department's Volunteer Database revealed that 28,700 volunteer hours were spent on flora work including on-ground conservation of rare flora, weed eradication, surveys and herbaria work in the year to June 2001. Herbaria volunteers from around the state contributed by far the greatest proportion, being 22,000 hours. Discussion with the volunteer coordinator indicated that there are many more projects listed in the system for which volunteer hours are not recorded, indicating that, apart from the herbaria, numbers of hours spent on flora work are almost definitely under-reported. The facts that the WA Herbarium has a well established and managed volunteer program and that the regional herbaria have a central coordinator may partly explain the good reporting of herbaria volunteer hours. The hours that are reported are equivalent to 15 full time positions, which translate into a direct value of around \$750,000 for flora conservation and for the Department in a single year. It should be noted that this work is performed across all flora taxa however, not just threatened flora. The time spent only on threatened flora is likely to be far less, but at the moment it is not possible to estimate.

*Question 2. What is the total amount (from all sources) you have budgeted for threatened flora conservation this financial year?*

## 2.1 Financial data derived from answers to Question 2

	EXTERNAL RESPONDENTS	CALM RESPONDENTS
No budget indicated	2	21
Budget indicated	2	13
Budget amount	\$430,000	\$2,394,000

*Table 2. Amounts budgeted by respondents for Threatened Flora work in 2001/2002*

Fifteen of the 38 people interviewed specified an amount, which had been budgeted for threatened flora conservation for the current financial year.

It became obvious that many respondents were not in a position to have ready access to budget figures. Given the range of people across the Department who were interviewed, there was a strong possibility that there would be overlaps in their reported figures. Also, given that many people did not respond it was obvious that there would be corresponding gaps in the reported amounts and a true value for the total amount spent could not be deduced. Given that there was insufficient time to deal with overlaps and follow up on missing respondents, this method for calculating or even estimating the amount spent on threatened flora conservation was therefore discarded.

## 2.2 Financial data derived from the Department's Fiscal accounting system

The Department's accounts were analysed to derive information about expenditure on rare flora recovery. This process involved determining appropriate activities in the "Chart of Accounts" against which rare flora expenditure would have been allocated.

The Fiscal financial system used by the Department enables all income and expenditure to be allocated to specific funds, programs, cost centres, activities, resources, projects and jobs. For this study only financial records from Program 24, the Conservation Program were examined.

The funds examined were: Recurrent (01) which generally represents consolidated revenue allocations; Nature Conservation & National Parks Trust (03); Recoupable Projects (04) and Specific Purpose Trust Funding (06) which represents grants and sponsorship money from a range of sources.

Given the absence of a specific "project" number allocation in the chart of accounts to Western



Everlasting (unlike Western Shield), five activities were included in the study that best reflected the rare flora area. All cost centres, projects, resources and jobs were included in the study.

- Activity 013 Community resources, identification & description of ecosystems.
- Activity 016 Community conservation, community conservation on disturbance ecology.
- Activity 017 Species conservation, fauna & flora conservation.
- Activity 019 Species resources, taxon collection & identification.
- Activity 303 Management of threatened flora, management & protection of threatened flora including inspections, surveys, data entry, dissemination of information, liaison and legislative compliance.

There was no attempt to allocate any Corporate Services costs (administrative overheads) to the above areas, however it became apparent that there was no guarantee that there was any consistent allocation of costs to the correct areas throughout the department for a number of reasons including:-

- 1) Staff unaware of how financial reports could be extracted and analysed even where correct chart of account codes had been correctly allocated to individual rare flora expenditures.
- 2) Generally there is no person driving a specific program leading to lack of ownership of the financial reporting process among those involved.
- 3) Perceived need to create even more chart of account codes (flexfields) which would be very time consuming to use effectively and thus place greater strain on all those involved in threatened flora work.
- 4) Staff undertaking the function in some areas are doing "in kind" hours which are therefore attributed in the system to non-threatened flora activities and projects.

Expenditure on rare flora work using the activities, funds and program outlined above was captured from the Department's General Ledger for the 2000 - 2001 financial year. The following graphs and explanations reflect the level of expenditure on flora conservation throughout all Cost Centres in the department for the year ending 30<sup>th</sup> June 2001.

*Expenditure on Threatened Flora Work - 2000-2001*

CODE	ACTIVITY	ACTIVITY DESCRIPTION	NATIONAL PARKS TRUST	RECOUPABLE PROJECTS	TRUST AMOUNT	RECURRENT AMOUNT
013	Community Resources	Identification & description of Ecosystems			\$302,563	77,781
016	Community Conservation	Community conservation on disturbance ecology.			\$492,925	4,379,303
017	Species Conservation	Fauna & flora conservation			\$323,243	1,152,585
019	Species Resources	Taxon collection and identification			\$111,532	1,194,207
303	Management of Threatened Flora	Management & protection of threatened flora, including inspections surveys, data entry, dissemination of information, liaison and legislative compliance.	\$42,813	\$13,437	\$285,238	599,577
		<b>TOTAL</b>	<b>\$42,813</b>	<b>\$13,437</b>	<b>\$1,515,502</b>	<b>7,403,453</b>

*Table 3 (above) Activities and Funds used for threatened flora & communities work expenditure for the 2000/2001 financial year. (from CALM Oracle Fiscal system)*

Figure 3. (right) Contributions from different funds to flora work for 2000/2001 (from CALM Oracle Fiscal system)

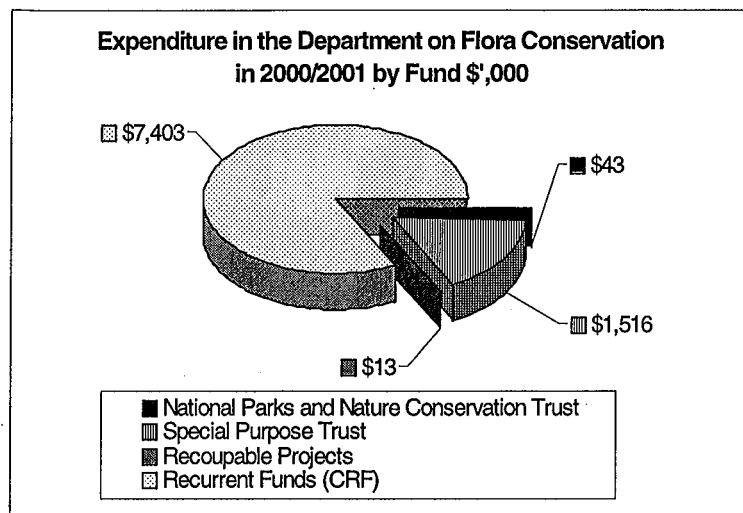


Figure 4. (right) Breakdown of expenditure on threatened flora work into activities. (from CALM Oracle Fiscal system)

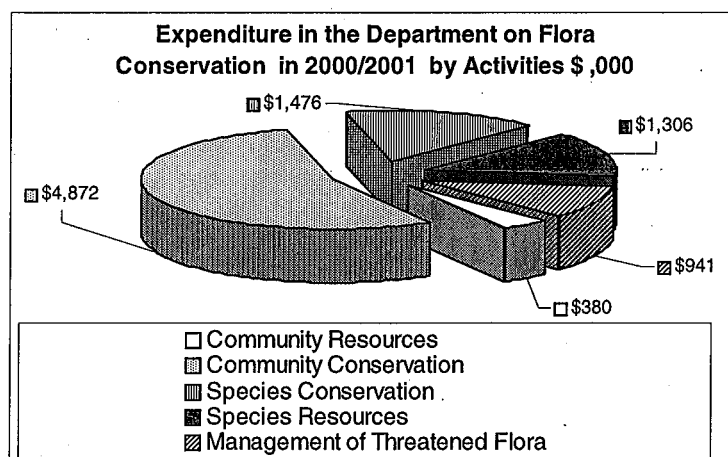
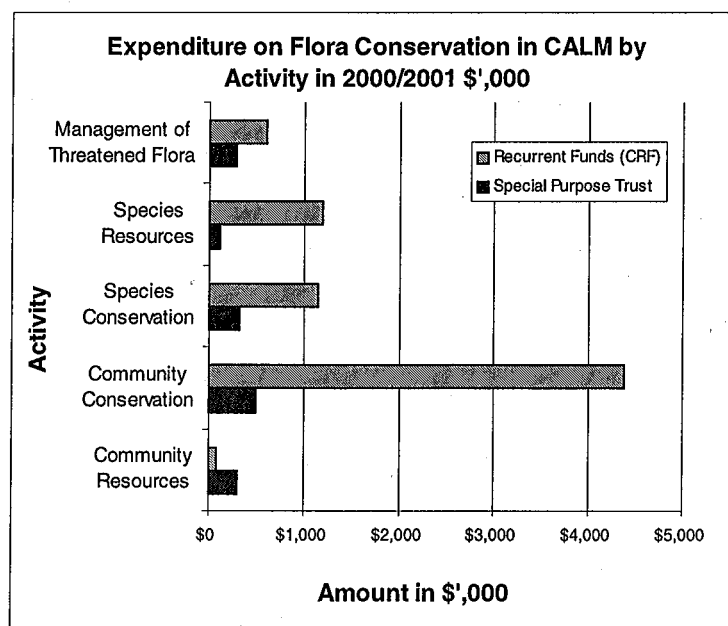


Figure 5. (right) Breakdown of Recurrent and Trust expenditure on threatened flora work into activities. (from CALM Oracle Fiscal system)



### Summary of Threatened Flora Expenditure 2000/2001

- 1) A total of \$8,975,205 was expended against flora conservation during the financial year 2000-2001 in the Department of Conservation and Land Management.
- 2) External Funding against Specific Purpose Trusts accounted for \$1,515,502 or 17 % of flora conservation money spent.
- 3) Internal allocation of funding (recurrent) accounted for the majority of flora conservation works amounting to \$7,403,453 or 82%, however this could not be directly attributed to "rare flora" work, and is likely to include some funds expended on taxonomy of non-threatened flora taxa.

### Question 3. How is the threatened flora budget accounted for (if at all) in the Service Provider Agreements? (CALM only)

This question attempted to derive how specifically the budget is allocated in the Chart of Accounts for CALM respondents only. It would appear that there is little consistency with the way amounts are accounted. Nothing useful could be concluded from the responses to this question.

### Question 4. How would you describe your organisation's/ section's/ district's level of support for the WE concept?

Figure 8 indicates level of support over all respondents. Out of 37 respondents 16 rated the initiative as "High or Highest Priority" and 17 rated it as "One of Many". Only 4 out of 37 or around 11% of respondents rated it as a low priority.

Within the Department the level of support was somewhat predictable in that those people or groups who specialised in or had a direct involvement in rare flora rated level of support highly, while those who had many other initiatives rated the level of support as one of many priorities.

The people who rated a lower priority placed on Western Everlasting by their group had no direct involvement or it was not their core business.

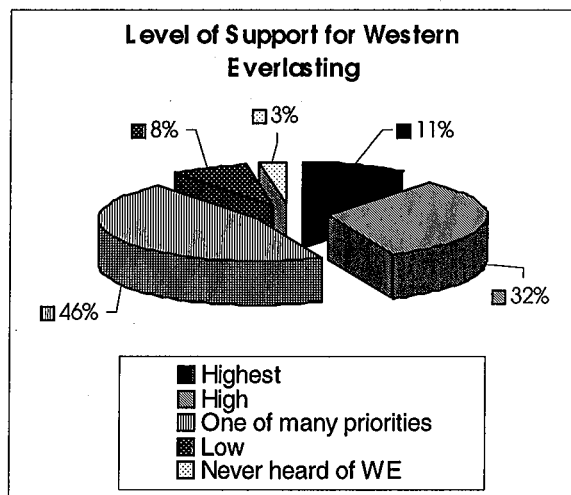
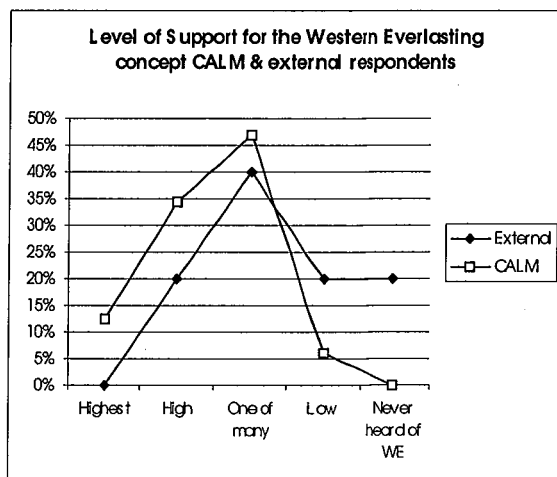


Figure 6. (above) Indication of priority placed on Western Everlasting by respondent's organisation, branch or district.

Interestingly, the respondent from WA Tourism Commission had never heard of the initiative. External respondents in general, 75% of whom are involved in some way with threatened flora conservation, gave Western Everlasting a lower priority rating than respondents from within the Department. Only one of five external respondents rated it as a high priority with all of the rest rating it

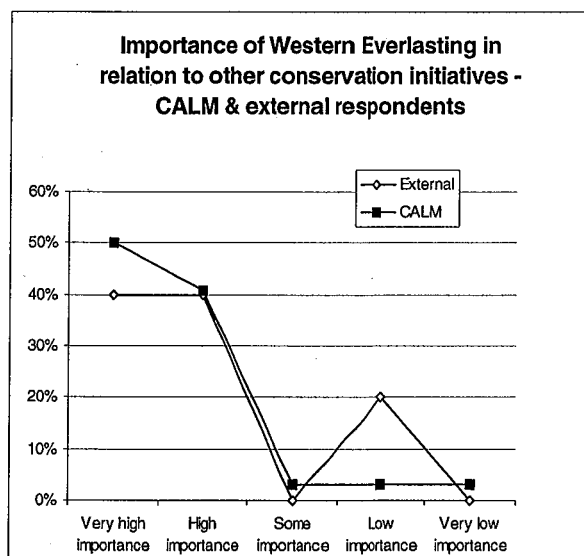
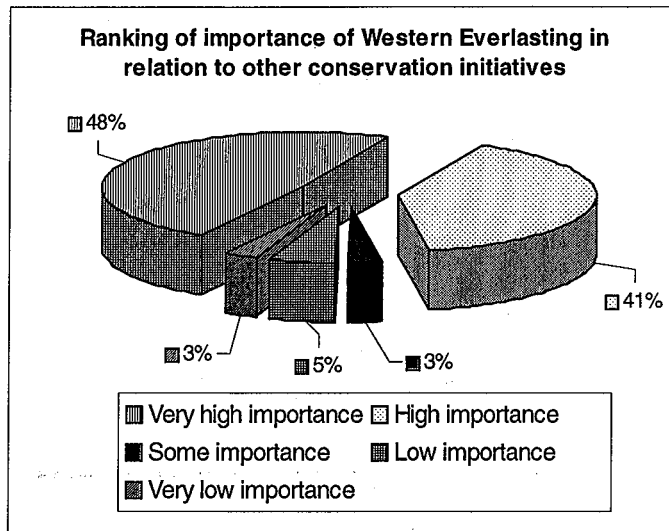
Figure 7. (left) Comparison between Department's & external respondents priority rating.

as one of many or low priority. By contrast at least 90% of Departmental respondents rated it between highest and one of many priorities.

*Question 6. Where would you rank the importance of WE in relation to other conservation initiatives on a scale of 1 to 5 with 1 being very high and 5 being very low?*

*Figure 8. (right) Comparison between Department and external respondents' rating of importance of Western Everlasting in relation to other conservation initiatives*

Distribution of importance ranking for Western Everlasting compares very well between external and internal respondents to this question. Only one external group, the Wildflower Society, gave Western Everlasting a low importance. This is considered to be of significance for an organisation whose charter has strongly supported flora conservation for over 30 years. This low importance rating together compounded by other fairly negative responses from this group may be indicative of the lack of ownership and disenfranchisement that such groups might feel with government agencies' approaches to conservation. It is vitally important that such concerns are addressed if Western Everlasting is to succeed in its fullest sense.



Within the Department, the initiative ranked either 'very high' or 'high' in around 90% of responses. The only, 'some importance' response is apparently a perception of how the project is currently viewed within the Department, but the respondent stated that it should be of 'high importance'.

*Figure 9. (left) Ranking of importance of Western Everlasting by all respondents.*

*Questions 5 and incorporating funding sources parts of Question 10. Do you know of or can you suggest any other sources of funding for Western Everlasting apart from those already being used?*

Figure 10. (next page) shows Question 5 alone and the combined Question 5 and Question 10 responses. Where there was no response to Question 5, some respondents actually addressed funding sources in Question 10 and vice versa. Where there was no response or where the answer seemed to bear no relevance to the question, 'no response' was recorded. 34 people responded to either Question 5 or the funding component of Question 10.

A table was compiled which categorised the major response categories. These appear as the x axis on the graph below. These categories can be further divided into strategies for funding and potential funding sources.

Typically most interviewees suggested more than one funding source and strategy. The data as represented has not been weighted in any way to accommodate this.

The funding sources suggested most often (highest frequency) were corporate and industry sponsors with particular emphasis being placed on mining companies. Two types of strategies were suggested by several respondents. There was strongest support for targeting industries which directly benefit from WA flora or whose activities have an impact on the environment, and some support for targeting specific taxa or activities relating to threatened flora work for sponsorship. Both proposed strategies were invariably tied to deriving more funding from industry sponsorship.

Figure 10. (right)  
Suggested funding sources.

Another strategy suggested for enhancing funding opportunities was to develop partnerships - across agencies (portfolios), community and sponsors. This approach was often tied to suggestions for integration of biodiversity conservation.

Government funding or consolidated revenue (CRF) was the next most important funding category.

Although only a small number of respondents referred directly to CRF by naming it, it was strongly implied as a funding source whenever direct support by government agencies and divisions within the Department were suggested. Wherever respondents expressed that there should be a strong commitment by government for Threatened Flora (TF) and plant community (PC) work, CRF contribution was implied.

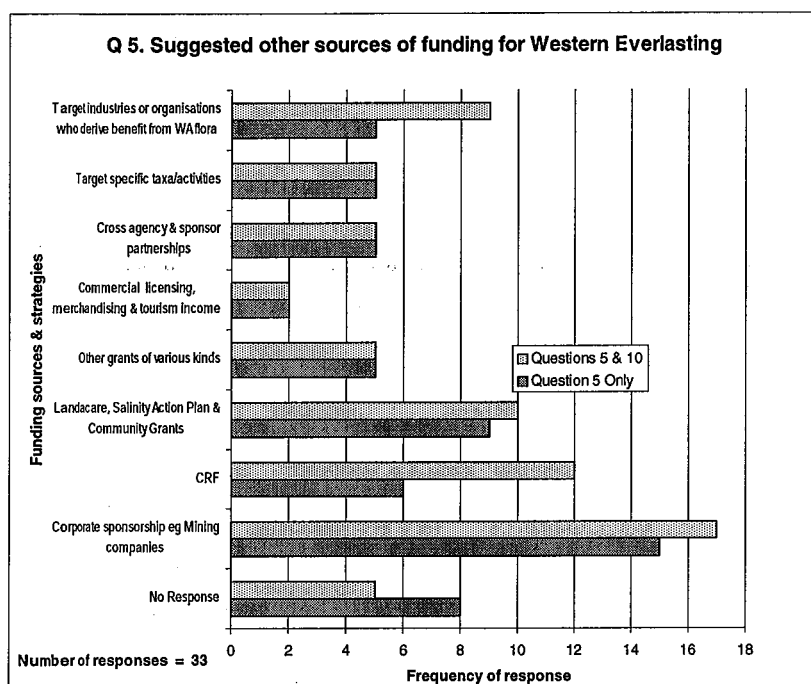
The various grants available under such programs as Landcare, Salinity Action Plan and other community and Natural Heritage Trust grants were on a par with CRF as likely funding sources. These types of funding appeared to be mentioned mostly by the respondents who were already using them for TF and PC work.

Other grants and foundations were referred to but very little detail was given to enable identification of these sources eg. philanthropic organisations, overseas research funds, private funding bodies and futures fund.

Interestingly few respondents suggested that commercial activities be used as a funding source.

*Question 7. What do you see as the crucial aspects of Western Everlasting that must be funded for it to succeed?*

Of the 36 responses to Question 7, 17 referred to the need for Conservation (threatened flora) Officers, or on-ground staff to implement recovery actions for threatened flora. This is the issue





most commonly referred to by respondents in answering this question. Ten of these respondents also specified the need for these staff to be permanent, and therefore funded from the state budget.

The need for funds for the implementation of recovery actions for threatened flora and/or communities was the a common issue raised in responses to Q7, with ten respondents referring to this issue. Three respondents specified that state funds should be provided for high priority recovery actions. Two respondents stated that external funds should also be sought for recovery of Threatened Ecological Communities (TECs) and TF.

The need for research was also a common theme referred to by respondents, with 12 references to this issue amongst the responses. Research into control of *Phytophthora* was mentioned by a number of respondents. Other respondents were more general in their comments on research, simply specifying the need for research into operational problems or conservation biology. Other specific issues mentioned include research into weed control methods, taxonomic and genetic identification and variation across populations, plant and seed ecology and biology, translocation, monitoring, propagation and establishment, habitat decline, and the economic value of wildflowers to WA (current and potential value).

The need to control a number of common threatening processes was mentioned by nine respondents, and this has direct links to responses about research. Particular issues raised by respondents included the need for weed management, and to manage salinity, dieback, grazing, land clearing, fire and habitat destruction. Two respondents mentioned the need for the Western Everlasting initiatives to be properly linked with flagship initiatives such as Salinity Action Plan and with Natural Resource Management. Some respondents also mentioned the need for Threatened Flora to be secured in protected areas, and suggested that translocation is the method by which this could be achieved.

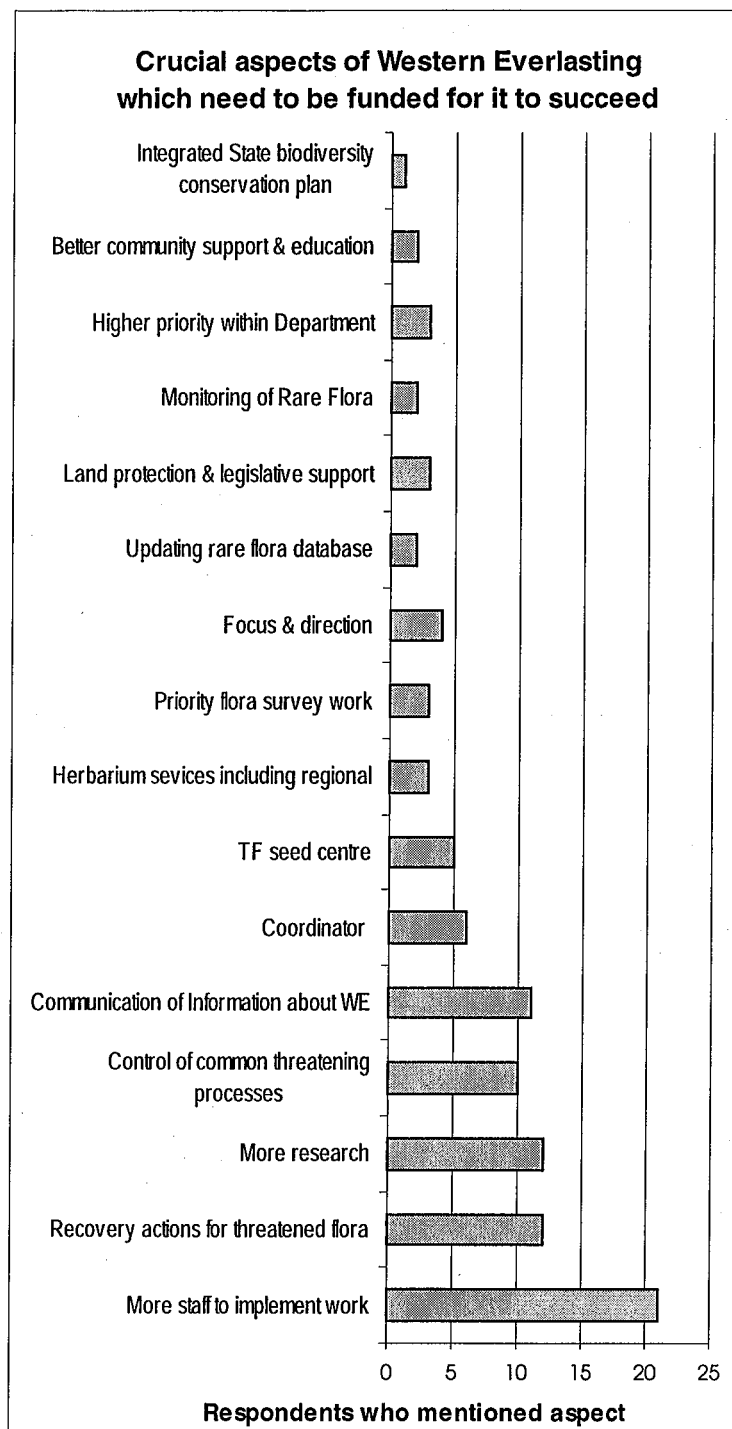


Figure 11. (above) Crucial aspects of Western Everlasting which need funding for success.

Nine respondents mentioned the need for information about Western Everlasting to be better communicated, with one specifying the need for a Marketing and Publicity Officer. A number of respondents also stated that this would increase community support for the program. One respondent specifically stated that further community education was needed on the responsibility we have to protect one of the world's biodiversity hotspots. Another respondent stated that we need to be able to communicate the message to the community about the implications of species loss.

Seven respondents stated that Western Everlasting requires either one or two coordinators to drive it, with one specifying that this would enable efficient management and integration of threatened flora initiatives with threat abatement projects, and another stating that this person's role should be to promote and market the project so that further funds can be found.

Five respondents stated that the Department's Threatened Flora Seed Centre was crucial for the successful implementation of Western Everlasting, with three of these also stating that State funds should be used to fund the Centre.

Three respondents mentioned the Department's Herbarium, with one of these stating that a new Herbarium was needed, and another that there is a need for a new botanist position to liaise with Departmental districts, to be located in the facility. Two respondents stated that the WA Herbarium was required for collection, maintenance, provision of information and seed storage. One respondent stated the Herbarium needs a high profile. One respondent stated that these collections provide permanent points of reference for the scientific knowledge about threatened species and ensure the long term validity of research publications based on them.

Three respondents stated that survey work on priority flora is essential, with one stating that DRF and Priority flora should be surveyed on a five year time frame and that this would include full site and threat documentation, plus seed and voucher specimen collection

Three respondents stated that Western Everlasting requires a particular focus or direction.

Two respondents stated that the Department's central Rare Flora database needs to be improved.

Two respondents cited conservation of Threatened Flora on private land as an issue. One mentioned the need for Land protection – acquisition, reservation and stewardship to support to land managers, and one the need to survey remnant vegetation on private land to assess Rare Flora populations.

Two respondents referred to the need for monitoring (of rare flora).

Two respondents stated that there is a need for permanent staff to manage the Threatened Flora and Threatened Ecological Communities databases.

Two respondents stated that the WA Threatened Species and Communities Unit needs to be funded properly, with one stating that there is a need for an additional botanist within the group.

Two respondents mentioned the status of Western Everlasting within the Department, with one stating it needs to be a highest priority initiative, and one that it needs to be core business of the Department and part of Nature Conservation output for the Department.

Two respondents referred to the need for Western Everlasting initiatives to be communicated within the Department, one mentioning better liaison, and one the need for meetings of Nature Conservation staff.

Other issues raised by individual respondents included the following:

- need for legislative support for licensing and listing processes;
- need for people to develop Interim Recovery Plans and Recovery Plans for

Threatened Flora and TECs from external funds;

- CALM Service Provider Agreement system to give closer knit to Nature Conservation and Science Division initiatives;
- the need for efforts to be focussed on viable plant communities that support threatened flora;
- the need for community groups seeking project funding to recognise the need to seek guidance from State agencies, including the proposed WE coordinators as to how their project integrates into the bigger picture. Existing community groups already working in an integrated manner with the Department, such as the Regional Herbaria Network, should receive funding to further assist in the documentation of their local threatened flora;
- the need for organisation and communication between participants so as to coordinate the project;
- support for enthusing, training, coordinating and facilitating community members wishing to be involved;
- resources to integrate flora conservation into a strategic biodiversity conservation plan for the State. Then ensure funds are disbursed according to that strategy;
- need to be looking at plant community conservation rather than individual species;
- risk analysis - what is most threatened and therefore where should limited resources go;
- publicity within and without the Department, so as to identify WE with the whole flora conservation effort of the department;
- need for management/recovery of critically endangered ecological communities and
- *ex situ* conservation of threatened flora (DRF) as a last resort.

*Question 8. What do you think were the reasons that the WE concept was not fully implemented after it was launched in 1998?*

Thirty five respondents answered this question. Of these, 25 referred to the lack of funding and/or resources or as a major reason why the Western Everlasting concept had not been fully implemented following its launch in 1998. This links to common issues referred to by other respondents about the lack of priority afforded to Western Everlasting by the Department, and a lack of Policy, or overarching strategy for the concept.

The idea that the Western Everlasting concept has not been thoroughly developed was cited by six respondents. Specific comments referred to the lack of a particular direction, focus or integration of the concept. Another four respondents cited the lack of a particular coordinator or champion as a reason for the lack of full implementation. These comments also link to the problem of marketing the concept or public profile that was cited as an issue by five respondents. Another common theme that was mentioned was that there was little preparation in the launch of Western Everlasting, and little communication of the concept to potential stakeholders.

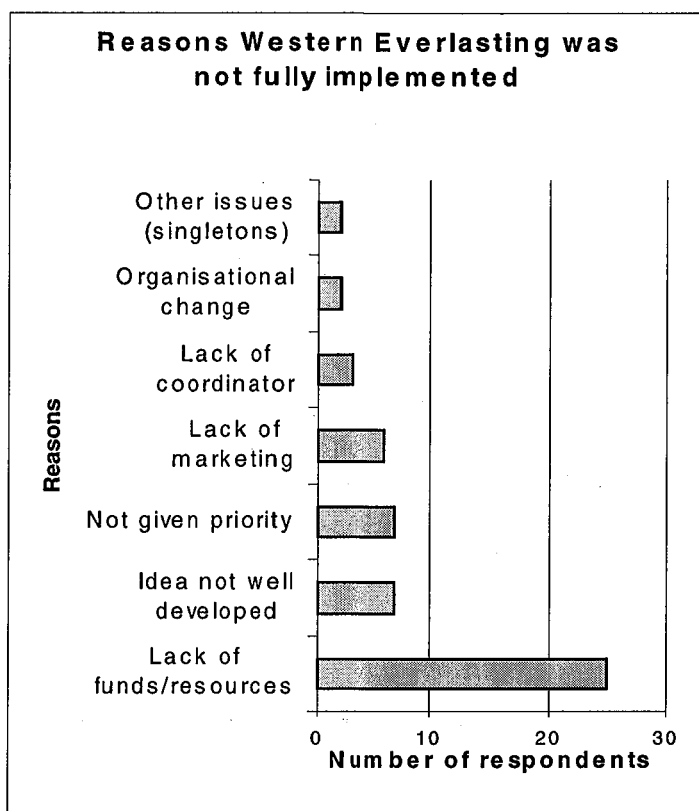


Figure 12. (left) Reasons respondents gave for Western Everlasting not being fully implemented.

Other issues raised by individual respondents include the following (singletons):

- that marketing would need to involve high profile individuals.
- the lack of a single identifiable activity that encompassed the concept and was able to be used as a marketing/promotion tool.
- the roles of Departmental staff in implementing Western Everlasting need to be made clear for all groups and that may allow for some streamlining or rationalisation of the groups.
- Insufficient involvement across the department, so not seen as a whole-of-Department initiative.
- Insufficient publicity.

*Question 9. How can you see you industry, section or division benefiting from or contributing to Western Everlasting*

Some respondents concentrated on benefits, others on what they could contribute and a few were able to suggest ways they could contribute while at the same time benefiting from Western Everlasting. Some of the responses were quite lengthy and contained a number of suggestions. All parts of responses were first divided into benefits and contributions and these two classes of results were further categorised separately. More people saw ways of contributing to WE than saw benefits. A total of around 30% more contributions than benefits were suggested.

### Contributions

The greatest number of responses fell into the category of provision of expertise, and management and coordination of threatened flora and plant community work. This is as expected as these responses came from people currently engaged in this type of work.

Figure 13. (right) Various categories of contributions suggested by 25 out of 37 respondents.

## Benefits

The benefits suggested are evenly distributed with the highest frequency being for a holistic, rather general 'good for the Department - good for biodiversity' type of response. Another benefit dealt with a combination of gaining and using resources, with some seeing WE delivering more resources for their conservation projects and others seeing it as an opportunity for existing resources to be utilised more strategically and efficiently

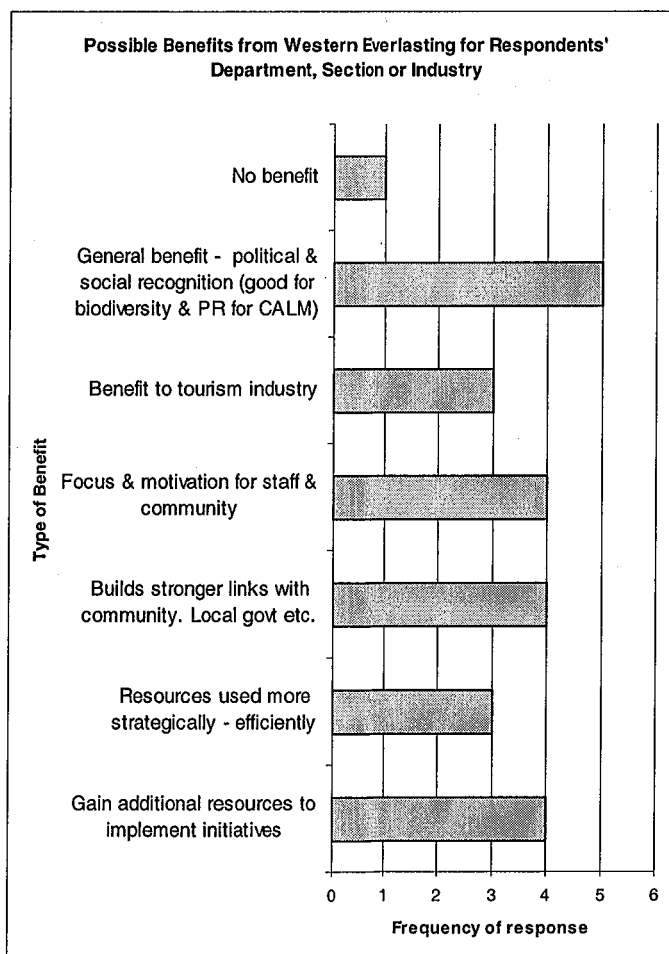
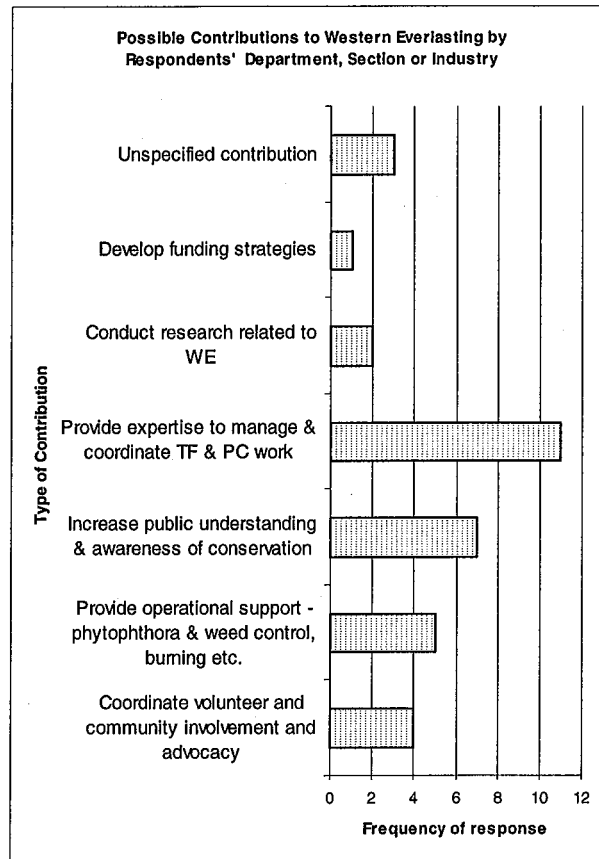


Figure 14. (left) Various categories of benefits suggested by 17 out of the 37 respondents

People benefits were also mentioned with WE being seen as providing motivation and a focus for staff and community with respect to conservation work and also as being a means of building stronger local networks between communities, organisations such as the Department, and local government.

The final benefit which tended to be mentioned by those involved in tourism (Parks and Visitor Services) was the potential benefit of Western Everlasting to that industry.



*Question 10. Are there other industries/stakeholders (sections within CALM) to your knowledge who could play a part in helping to fund or implement Western Everlasting?*

There are two key parts to Question 10 (Q10), that is *funding* and *implementation*. Unfortunately in putting both aspects in the same question, most respondents have answered only one part, ie/ funding *or* implementation. However common themes could be recognised in all answers whether addressing funding or implementation.

### Help With Funding

There are two main themes that occur in answers to Q10 These are that funding for Western Everlasting should come through Government through additional recurrent funds, or through external funds.

Most referred to external funds, possibly because there is more scope for obtaining funds in this manner. Possible sources for external funding included Salinity Action Plan (SAP), Natural Heritage Trust (NHT), World Wide Fund for Nature (WWF). Other sources mentioned included corporate sponsorship of key projects, particularly from businesses likely to be affected by or affecting rare flora conservation. Mining companies were a common theme, however other sponsors included land clearing contractors, drainage contractors, fertilizer and other chemical companies. There was also scope for obtaining sponsorship from Western Power or from the tourism industry. Lastly there were suggestions that funding could be provided from scientific grants such as *Phytophthora* research.

A common suggestion also was that funding should come from Government. Such funding would provide for long term or permanent positions. It was suggested by several that Western Everlasting should be part of an overall State Biodiversity Conservation Plan adopted by the State Government that incorporates all aspects of biodiversity conservation. This would allow for direct funding for threatened flora conservation from Government. Such a measure would allow for the formulation of a Departmental policy on threatened flora conservation. Some respondents stated that Service Provider Agreements (SPAs) would then ensure that this money was being efficiently spent.

### Implementation

The most common theme in responses that dealt with the implementation of Western Everlasting was the need for a multi-agency approach to threatened flora conservation. A number of respondents stated that groups such as the Botanic Gardens and Parks Authority (BGPA), WA Tourism Commission and other private sector groups, as well as LCDCs, Landcare, community interest ('Friends') groups and volunteers need to be involved. Most viewed the Department as the major contributor with all sections having input, but particularly Regional Services, Science Division and Nature Conservation. Most expressed a desire to see more support at Region and District Level. Some respondents stated that a Departmental policy on threatened flora conservation would

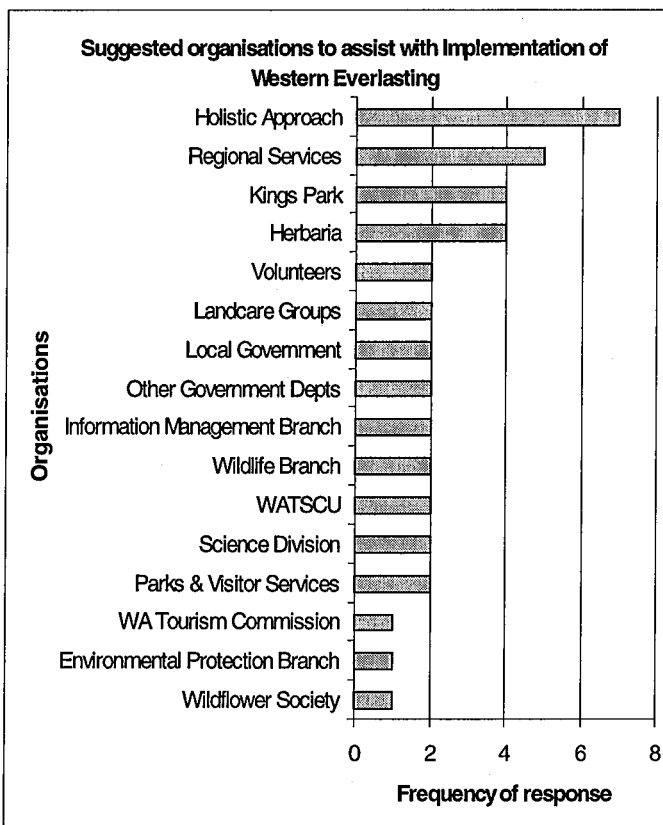


Figure 15 (above) Organisations suggested by 30 respondents that could have a part to play in implementing Western Everlasting.

help determine the level of support. Some felt that it is important that threatened flora conservation should be implemented in partnership with other major programs including Salinity Action Plan and disease control (a possible source of funding as described). Some respondents stated that there should be several key projects which can be used to attract funding, with the use of media for promotion.

Figure 15 (previous page) shows the break up of Departmental and external groups that could have a role to play in implementing the Western Everlasting concept. Most respondents answered this question. 18% favoured a holistic approach, that is, all parts of the Department as well as external bodies such as BGPA, Wildflower Society, other State Government departments, Local Government, Herbaria (WA Herbarium, Regional Herbaria and Threatened Flora Seed Centre), Landcare organisations, Land for Wildlife, Bush Care, LCDs etc.

The graph indicates that there are many agencies that contribute to Rare Flora conservation.

*Question 11. Do you have any ideas for strategies which might be adopted to win community support and ownership for Western Everlasting which will at the same time serve to maximise external funding opportunities?*

There were two primary strategies suggested by interviewees. Increased public awareness of Western Everlasting through publicity, promotion and marketing, and direct involvement with the community in threatened flora conservation initiatives.

Improved understanding of the issues through education, especially direct involvement by scientists and regional officers in public education and extension was suggested as a key strategy.

Funding was raised as a strategic issue that was required to enable effective marketing and education, as well as the primary conservation work. WA Tourism Commission (WATC) stated that the associated marketing by them of environmental packages that connect with Western Everlasting will help raise its profile. WATC is currently developing two flora packages for visitors to Kings Park and to the south west forests. Proceeds from the sale of these packages will go towards rare flora conservation. The decision to channel proceeds from one of these products was made as a direct result of approaches made to WATC during the course of this study.

Ongoing government support and commitment was identified as a requirement to provision of a platform upon which corporate sponsorship and partnerships with the community could be built to provide a strong funding infrastructure.

One of the most popular strategies mentioned by respondents to involve the community in flora conservation was the concept of adoption of a threatened species by a family or community group. Some respondents felt that by providing a personal focus for fund raising and awareness about individual species a sense of community ownership and support could be engendered.

At a departmental level it was considered important by some stakeholders that *Western Everlasting* be well integrated into State-wide conservation strategies and policies so that its relationship to related projects, especially threat abatement initiatives addressing salinity or disease, was well established.

Finally, some respondents stated that a focused vision and striving for excellence in research and operations should underpin the project and thereby instill a sense of trust, pride and involvement.

*Question 12. How do you suggest the WE initiatives should be coordinated, integrated and managed into a comprehensive program for flora conservation including the possibility of partnerships with the community?*

Of the 22 responses to this question, 19 stated that the project needed a coordinator. Several of these then stated the need for a structure of staff underneath this coordinator such as technical advisors and an Operations Officer for operational input, and for this structure to liaise with Regional Leaders Nature Conservation as a WE coordinating committee or foundation. The need for a working group of district Threatened Flora Officers to liaise directly with the community, and perform on ground recovery was also muted. Several respondents also stated that the WA Threatened Species and Communities Unit was the obvious group to coordinate Western Everlasting. Other respondents mentioned that the current system of Service Provider Agreements provides the structure through which the program can be implemented.

The need for liaison and partnerships with the community and other stakeholders was a common theme in the responses to this question (nine respondents). Within this theme, the need for on-ground staff to maintain this liaison in the long-term was also a common response.

Eight respondents stated that there is a need for a Working Group or coordinating committee to over see the implementation of Western Everlasting and provide guidance as to how conservation initiatives will be prioritised and funds sought and shared equitably. Some of these respondents felt that sections such as industry, Wildflower Society (WFS), and Bushcare groups would need to be involved in this Working Group, as well as the many stakeholders from within the Department. Some respondents referred to quite specific membership, structures and modes of action for this group.

Several respondents felt that some restructuring of the Department would be necessary to allow effective implementation of Western Everlasting. One particular issue mentioned was combining the WA Threatened Species and Communities Unit (WATSCU) with Wildlife Branch. One respondent felt that there was a need for a centrally based; (i) research group to support WE initiatives (ecological, taxonomic, survey) (ii) licensing /legislative support group (iii) database management –Florabase. This respondent stated that the existing structures are already there for delivery of Western Everlasting ie. Regional Leaders Nature Conservation overseeing implementation of management plans by District Conservation Officers and enforcement capacity through District Wildlife Officers.

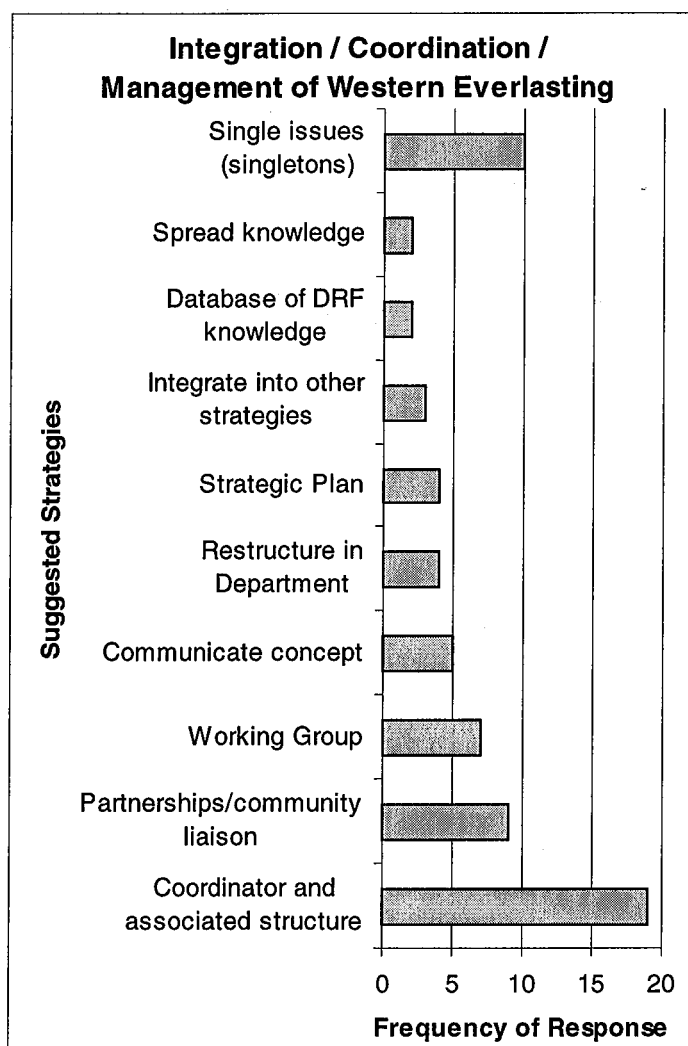


Figure 16. (above) Frequencies for the integration / coordination / management strategies suggested by respondents

Four respondents stated that there is a need to effectively communicate the Western Everlasting concept. Two people suggested that this should be through a communications strategy/plan, and one suggested that Corporate Relations would need to be involved in promotion. One respondent also stated that a few high profile aspects of Western Everlasting need to be used to promote the concept. One respondent stated the need for a marketing/publicity officer to be appointed as the core personnel of a Western Everlasting office, reporting to the Director, Nature Conservation. Another respondent stated the need for a full implementation strategy to include long-term projected costings for all required components of Western Everlasting. Four respondents stated that there is a need for a 'strategic plan' for Western Everlasting with one of these citing the need to develop strategies to save / recover using: collaborative research, community involvement and on-ground operations.

Two respondents stated the need to integrate the concept into broader strategies such as the Natural Resource Management Strategy and the Comprehensive Adequate and Representative (CAR) reserve -- system. One of these respondents stated that such strategies would then not be signed unless other biodiversity outcomes such as WE concept and CARR system are all supported. This closely links to a comment by another respondent that Western Everlasting must be integrated into a statewide biodiversity conservation strategy and for an implementation strategy to be developed including formal funding programs.

Two respondents cited the need for a rare flora database that reflects the needs of all users, in particular all knowledge about DRF.

Other issues raised by individual respondents include the following:

- the use of the Regional Flora Recovery Teams as the conduit to facilitate the on-ground implementation of the program
- the need to ensure that requests to the Regions/Districts to undertake work from Wildlife Branch etc are consistent with the priorities outlined in the Service Provider Agreements
- the need for technical advice and administrative support from Wildlife Branch
- the need for a commitment to building community and business awareness, understanding and support as a precursor to attracting funding (and the up-front resources for this),
- the need to involve WWF/Greening Australia/Environmental Weeds Action Network (EWAN), and to mainstream Western Everlasting – ie. Incorporating into mainstream conservation including management of private property
- the need for the Department's Science Divisions to spread knowledge and create linkages between professional and enthusiastic sectors.
- the need for the Department's support for rare flora management/seed collection courses to be developed by TAFE, ECU, other universities
- a state based devolved grant system would be useful, along the lines of the current Threatened Species Network scheme
- the Department would have overall responsibility, but some areas could be handed to a local Wildflower Society branch - for which they would need support from the Department (financial and technical).
- the need for high-level support and funds for the strategy to persist over a 5-10 year period.

- if the WE 1999 document was properly implemented then that provides coordination/integration
- the need to carry out systematic risk analysis: - identify high risk (of extinction) taxa or populations - identify risks/threats
- the need to take a ground-up look at the organisation of flora conservation matters; identify all the work with the WE label as a constant reminder to staff that they are contributing to the overall project
- resourcing Regional Flora Recovery Teams as the conduit to facilitate the on-ground implementation of the program.

*Question 13. Do you think there are any areas of overlap in Threatened Flora Conservation work?*

Twenty eight respondents stated that there are areas of overlap in flora conservation work. Nine respondents stated that there are no overlaps in flora conservation or they did not know.

*Question 14. If answer to Q13 is yes, what are they, and how could they be addressed?*

The most commonly cited area of overlap is between the functions of Botanic Gardens and Parks Authority and some areas of the Department (10 respondents). In particular, the seed store was most commonly cited as an area of overlap (seven respondents), but herbarium facilities were also mentioned. Several of the respondents who commented on this area of overlap also stated that the two areas could or should be kept separate through BGPA collecting seed from non-threatened species, and the Department concentrating on threatened species. One respondent stated that BGPA needs to link more into the Recovery Plan process and that the research aspects of their work are not well communicated. Three respondents also stated that a subcommittee between the Department and BGPA be set up to coordinate recovery between the two groups. Another respondent stated that resources shouldn't be reduced to deal with overlaps between the Department and BGPA, but that the work just needs better coordination and this should be sorted out at the highest level.

Four respondents stated that there were overlaps between World Wide Fund for Nature (WWF) or Threatened Species Network (a program of WWF) and the Department. Two of these respondents stated that this overlap can lead to more activities being undertaken, greater exposure to funding sources, and good cooperative efforts. Another respondent stated that WWF seem to claim all the work and kudos and therefore there is a need for a State coordinator to identify and give options for reducing any waste and inefficiency.

Two respondents stated that there was overlap in databasing between Wildlife Branch and WATSCU, with one stating that this overlap would be overcome with the restructure of the Nature Conservation Division. One respondent stated that there is a need for a central threatened flora database that can answer all questions on threatened flora. Two additional respondents stated that there are overlaps in information management, and that while certain flora information systems are readily accessible (eg. the Herbarium's web-based FloraBase), other flora databases are inaccessible or poorly maintained. These respondents stated that a pathway for integrating these critical flora information systems must be found to provide timely and up to date information for the people and agencies working on threatened flora.

Four respondents stated that there were overlaps between WATSCU and other parts of the Department, such as the Regions. One particular area of overlap that was mentioned was development of Interim Recovery Plans (IRPS). One respondent stated that these roles need to be streamlined, and another that WATSCU should only provide technical advice on development of IRPs. One respondent stated that Wildlife Branch and WATSCU overlapped in membership of Recovery Teams, and provision of advice on recovery/flora management issues. This respondent stated that the new structure in CALM may help overcome these overlaps.



A number of respondents did not specify areas they believed overlap occurred in threatened flora recovery, but mentioned ways and means of overcoming particular areas of overlap. Comments include: a partnership approach with the overlapping areas; that the main areas of overlap should be overcome once the restructure of Nature Conservation Division is completed, and that a coordinating/advisory committee should be able to address any other such problems. One respondent commented that a review of the functions of Wildlife Branch, the Herbarium and WATSCU would ensure no duplication and that functions of BGPA and the Department should be reviewed to ensure no duplication, and that the functions of Regional Services, WATSCU and Wildlife should be reviewed to identify respective responsibilities in management. Other individual comments about ways to avoid overlap included the need to liaise effectively with other government agencies and local government and the private sector to build the profile and breadth of the program; appoint a full time coordinator with clear corporate direction to pull together all related activities and build the program; developing a 'strategic plan' for WE signed off by Corporate Executive, and to develop a 'Communications Plan' for WE.

A number of other issues were mentioned by individual respondents including:

- an annual meeting or workshop is required with on the ground staff who are all trying to reinvent the wheel by themselves,
- there is overlap and some lack of cooperation between some elements in the Herbarium, WATSCU and Wildlife Branch, and a greater degree of knowledge management and sharing, rather than knowledge hoarding is required,
- Bush Forever work by the Department of Environmental Protection overlaps with the Department's work and this is now being rationalised,
- Fisheries Department has legislative control over wetland plants on the edges of wetland areas and oceans and this includes threatened wetland plants in these zones,
- there are some overlaps between Greening Australia and the Department's work,
- the Herbariums role in threatened flora recovery needs clarification. There is some overlap in identification of new populations between WATSCU/Science Division but they generally work on different taxa. Surveys are a grey area with overlap between Science Division/WATSCU/Regions and an overall plan for survey work is needed,
- conservation/Wildlife Officers need to be answerable to Nature Conservation Division, as Regional agenda often differs,
- problems with dieback coordination. WATSCU on behalf of Nature Conservation Division needs to work more closely with the Dieback Coordination group etc,
- there are areas of overlap in District and Regional responsibilities. Resources shouldn't be reduced to deal with these overlaps, the work just needs better coordination. This should be sorted out at the highest level,
- there is overlap between the work conducted by contract positions in the production of IRP's. This work should realistically be done at a local level as the current process uses local knowledge and input in a fairly inefficient process. If there is a need to have someone other than a district Conservation Officer do this work (because of other demands) then the consultant should work for the local position,
- there are Herbarium/WATSCU/Districts overlaps due to organisational issues, and
- Friends Groups/Shires work overlaps with CALM but is often complimentary.

Other areas that overlap eg. Woodland Watch, are collaborative

- Areas of overlap may be a good thing, as it will assist in establishing standardised 'best approach' methods.
- there is overlap between district level and central projects in field work concerning threatened flora
- BGPA and the Department, together, coordinate the Millennium Seed Bank project

In addition, there was a basic design fault in this question in that the answer 'Yes, there are areas of overlap' was a default value, rather than no box being ticked if the respondent did not answer the question. This means that in the cases where there is no response to question 14, and the 'yes' box is ticked in question 13, then we are unable to determine whether the respondent did believe that there were areas of overlap or not. This problem applies to the responses of only three responses, however.

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## RECOMMENDATIONS

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### SUMMARY OF RECOMMENDATIONS

The model that was used for linking interview responses and project objectives is indicated in the table.

Project Objective	Questions contributing information to objective
Integration, implementation and funding:	Q8, Q10, Q11, Q12, Q13, Q14
Possible funding sources & potential budget:	Q2, Q3, Q5, Q7, Q10
Strategies for increased support:	Q11

The following are the main issues around which recommendations have been constructed. They are drawn from the summarised responses to various interview questions contributed by team members, details of which follow this summary. The main points were reiterated a number of times in response to various questions, and this is an attempt to synthesise them.

#### 1. Integration

Significant flora conservation work continues to be carried out throughout the Department, however, perceived areas of overlap as well as poor internal communication and information management must be addressed to ensure cohesive operations.

Similarly, there are a number of agencies and community groups focused on flora conservation in the State and their efforts should also be coordinated with the Department to ensure an integrated approach to managing threatened flora conservation.

- Develop more effective internal communication and information management practices
- Identify opportunities for integration within the Department and with other stakeholders.

#### 2. Implementation

In order to achieve an integrated, identifiable and well-supported long-term initiative addressing threatened flora conservation, four key elements have been identified.

- A strategic plan be developed to implement Western Everlasting. This will detail the needs of the Department and all other stakeholders to most effectively protect, recover and promote threatened flora.
- This strategic plan be developed with regard to the forthcoming State Biodiversity Conservation Plan and/or the Natural Resource Management Strategy. This plan may then serve as a model for how the overarching strategies might operate with regard to flora conservation. This will ensure integration of the Department's work with that of other stakeholders.

- In order to move forward, the Department should appoint and support a full-time coordinator to champion the strategic plan and act as a focus and contact for Western Everlasting.
- The coordinator should also be charged with developing and enabling a marketing strategy to raise both the project profile and additional funds to ensure the aims of Western Everlasting are met.

### **3. Funding**

In order for Western Everlasting to be properly implemented, a secure funding stream must be identified and allocated.

- The Department must commit sufficient recurrent funding for permanent personnel and resources for ongoing operations to enable effective operation of WE.
- Additional funding and support must also be obtained from corporate and industry sectors, scientific and environmental granting agencies, through identifying opportunities for partnerships with other stakeholders.

### **4. Marketing and Community Support**

Community support is essential for Western Everlasting to succeed. The community and involved industry groups must appreciate the value and significance of the WA flora in order to gain a better understanding and awareness of threatened flora conservation issues.

- Develop a marketing strategy for Western Everlasting to raise community awareness and promote flora conservation
- Develop community education programs and promote collaborative initiatives with industry, community and government on flora conservation projects.

## **LIST OF RECOMMENDATIONS ARISING FROM RESPONSES TO THE WESTERN EVERLASTING INTERVIEW QUESTIONS**

### **1. Summary of information gained from Q 2:**

1. A total of \$8975205 was expended against flora conservation during the financial year 2000-2001 in the Department of Conservation and Land Management.
2. External Funding against Specific Purpose Trusts accounted for \$1515502 or 17 % of flora conservation money spent.
3. Internal allocation of funding (recurrent) accounted for the majority of flora conservation works amounting to \$7403453 or 82%, however this could not be directly attributed to "rare flora" conservation.

### **2. Recommendations (issues) derived from responses to Q 5. And Q 9. In many cases Q5 & Q10 overlap.**

1. That Corporate Executive endorse a strategy for the Department to seek funding support for Western Everlasting from corporate and industry sponsors with particular emphasis on mining companies. Industries which directly benefit from WA flora or whose activities have an impact on the environment and some support for targeting specific taxa or activities relating to threatened flora work for sponsorship will be targeted.
2. That the Department continue to seek, and maximise funds from the following sources:
  - Consolidated revenue
  - Various grants available under such programs as Landcare, Salinity Action Plan and other community and Natural Heritage Trust grants

### **3. Potential Stakeholder benefits from and contributions to Western Everlasting**

1. That ways and means of maximising public understanding and awareness of conservation through the avenues of the Department's Parks and Visitor Services, Strategic Development and Public Relations, Bushrangers Coordinator and Herbarium be sought. In addition, increased linkages with outside organisations such as WWF and BGPA and possibly Conservation Council be sought, with a view to the same aims.
2. That ways and means of maximising beneficial outcomes for Western Everlasting be sought from areas within the Department such as the Herbarium and Flora Research, and also from areas outside of the Department such as BGPA.
3. That maximum benefits to and from WE be sought through delivering more resources for conservation projects and opportunities for existing resources to be utilised more strategically and efficiently.
4. That WE be utilised as a focus for staff and community with respect to conservation work and as a means of building stronger local networks between communities, organisations such as the Department, and local government.



#### 4. Addressing Budget and Funding Issues.

Corporate Executive endorse that high priority be given to developing an accurate budget and seeking resources for the following sections of Western Everlasting (in approximate order of priority):

- Full time permanent Threatened Flora Officers in key Districts and Regions funded from CRF.
- Implementation of key recovery actions for threatened flora and/or communities
- Key research actions including controlling key threatening processes (Phytophthora, weeds, salinity, habitat decline); and research into taxonomic and genetic identification and variation across populations, plant and seed ecology and biology, translocation, monitoring, propagation and establishment, and the economic value of wildflowers to WA (current and potential value)).
- Controlling key threatening processes as listed above
- Threatened Flora Seed Centre
- A communications and marketing strategy
- One or two coordinators to drive Western Everlasting
- WA Threatened Species and Communities Unit to be funded properly, including an additional botanist within the group
- Upgrading the Department's central Rare Flora database
- Sufficient funding support for the Department's Herbarium
- Resources for land protection – acquisition, reservation and stewardship to support to land managers
- permanent staff to manage the Threatened Flora and Threatened Ecological Communities databases
- sufficient staff to support systematic survey work on DRF and Priority flora
- support for enthusing, training, coordinating and facilitating community members wishing to be involved
- people to develop Interim Recovery Plans and Recovery Plans for Threatened Flora and TECs from external funds
- resources to integrate flora conservation into a strategic biodiversity conservation plan for the State. Then ensure funds are disbursed according to that strategy
- funds for risk analysis - what is most threatened and therefore where should limited resources go
- funds for publicity within and without the Department, so as to identify WE with the whole flora conservation effort of the Department

## 5. Positioning and Resourcing of Western Everlasting as a Corporate and State Priority

- 5.1 That Corporate Executive endorse the high priority of Western Everlasting, and provide appropriate resources to implement the strategy, as per recommendation 7. In particular, that resources to fully develop an appropriate Policy, a full implementation strategy – including a marketing and communication strategy for the concept that involve the Department as a whole are required.
- 5.2 That the Department seek to maximise funding opportunities for Western Everlasting included Salinity Action Plan (SAP), Natural Heritage Trust (NHT), World Wide Fund for Nature (WWF) and from scientific grants for specific purposes such as Phytophthora research. In addition corporate sponsorship of key projects, particularly from those businesses likely to be affected by or affecting rare flora conservation should be sought. This could include Mining companies, Western Power, the Tourism Industry, Land Clearing contractors, Drainage contractors, Fertilizer and other chemical companies. (*see Q 5 recommendations*)
- 5.3 That Western Everlasting should be incorporated into a State Biodiversity Conservation Plan for adoption by State Government and that a new CALM Policy on Threatened Flora Conservation be developed as part of this plan. SPA's to then be used ensure that resources are efficiently utilised, and that support within the Department is maximised.
- 5.4 That the Department seek a multi agency approach to threatened flora conservation, utilising several key projects such as SAP, and CAR reserve system to attract funding for the overarching theme of Natural Resource Management (or Biodiversity Conservation). Other groups whose involvement should be sought include BGPA, Tourist organisations and other private sector groups, as well as LCDC's, Landcare, community interest (Friends) groups and volunteers. Support should also be maximised through utilisation of the Media.

## 6. Promoting funding of and raising public awareness of Western Everlasting through publicity, promotion and marketing

That funding opportunities and public involvement in Western Everlasting be maximised through increased public awareness of *Western Everlasting* through publicity, promotion and marketing, with a view to the following:

- 6.1 direct involvement by scientists and regional officers in public education and extension
- 6.2 ongoing government support and commitment would provide a platform upon which corporate sponsorship and partnerships with the community could be built to provide a strong funding infrastructure (*see Q 5 & 10 - funding - CRF*)
- 6.3 fostering the concept of adoption of a threatened species by a family or community group
- 6.4 integrating *Western Everlasting* into State wide conservation strategies and policies so that its relationship to related projects, especially threat abatement initiatives addressing salinity or disease, is well established. (*see also Q9 - benefits of WE*)
- 6.5 a focused vision and striving for excellence in research and operations should underpin the project and thereby instill a sense of trust, pride and involvement (*see benefits Q9. The concept of a coordinator and a steering committee foundation or taskforce is central to these also*)

## 7. Coordination and Integration of Western Everlasting

- 7.1 Corporate Executive endorse and provide or redirect resources, where necessary, for the following: (*CRF funding issue Q5 & 10*)
- 7.2 one or two coordinators to drive Western Everlasting (to be placed within the current WATSCU structure), and appropriate supporting structure
- 7.3 a Working Group, (*Foundation, Taskforce, Steering Committee etc.*) or coordinating committee that includes all major stakeholder groups be set up to oversee the implementation of Western Everlasting and provide guidance as to how conservation initiatives will be prioritised and funds sought and shared equitably (*- and lots of other things besides - a conduit to the community, focus for marketing and support generally*).
- 7.4 permanent full time District Flora Officers in key districts to drive liaison and partnerships with the community and other stakeholders (*this has been mentioned before*)
- 7.5 investigation of restructuring required within the Department that is required to support the implementation of Western Everlasting, including the possibility of combining the WA Threatened Species and Communities Unit (WATSCU) with Wildlife Branch and the following:
  - (i) research group to support WE initiatives (ecological, taxonomic, survey)
  - (ii) licensing /legislative support group
  - (iii) database management –Florabase.
- 7.6 development of a 'strategic plan' for Western Everlasting that includes strategies to save / recover using: collaborative research, community involvement and on-ground operations; and a communications strategy/plan, possibly supported by a publicity officer
- 7.7 to integrate the concept into broader strategies such as the Natural Resource Management Strategy and the Comprehensive Adequate and Representative (CAR) reserve system, the Salinity Action Plan, and/or a state Biodiversity Strategy. (*has been mentioned as a benefit in Q9*)
- 7.8 high-level support and necessary funds for the strategy should be provided for the program to be initiated and persist over a 5-10 year period (Q 5 & 10)

Integrated marketing, tourism, revenue raising, public awareness, participation and support programs & strategies need to also be included in the integration recommendations.

## 8. Addressing Areas of Overlap

- 8.1 Corporate Executive examine ways and means of reviewing functions of groups involved in implementing Western Everlasting (WATSCU, Regions and Districts, Herbarium, Wildlife Branch, BGPA and other organisations outside of the Department) with a view to streamlining and reducing overlap, including consideration of the following (bearing in mind that the current restructure of Nature Conservation Division is likely to address a number of overlaps in the Department):

Such a review should aim to achieve the following:

- High level coordination to reduce unnecessary overlap between the functions of the Department's Threatened Flora Seed Centre and herbarium and similar facilities located at the Botanic Gardens and Parks Authority.

# CORPORATE EXECUTIVE SUMMARY SHEET

**TITLE:** **Western Everlasting: It's Now or Never**

**ISSUES TO BE DISCUSSED:**

Implementation of Western Everlasting as the primary initiative to conserve the State's threatened plants.

**BACKGROUND SUMMARY/IMPORTANT ISSUES**

Western Everlasting is a major departmental flora conservation initiative that aims to:

- conserve Western Australia's threatened plants by reducing the impact of threats such as *Phytophthora* and weeds, and by establishing new populations by translocation
- increase the appreciation of the State's wildflower heritage by both Western Australians and visitors, and increase revenue from nature-based tourism associated with the State's unique wildflowers.

The Minister for the Environment initially launched *Western Everlasting* in 1998. In the department's Corporate Plan (2000-2005), the implementation of *Western Everlasting* is identified as a strategic tool for conserving WA's biodiversity. A single, identifiable, overarching initiative is needed to provide a central resource of knowledge about problems and solutions, help coordinate and integrate the work of existing projects and provide a high public profile for the work. By providing a strong identity with a well-targeted public message it is envisioned that additional funding for threatened flora conservation work will become available.

This project aimed to provide a mechanism for implementing Western Everlasting as the primary initiative to conserve the State's threatened plants.

To achieve this aim, the team established through the Leadership and Organisational Development Program undertook a project to:

1. Obtain information about the current status of initiatives for conserving threatened flora in Western Australia.
2. Assess the level of stakeholder support for the Western Everlasting concept.
3. Provide recommendations on the implementation of Western Everlasting, including strategies for resourcing, management and integration.

Through a process of literature review and direct feedback from our project sponsor we developed a list of stakeholders and interested parties who were asked to participate in an interview. The interview aimed to establish the current involvement of the interviewee and their affiliated group in threatened flora initiatives, their level of support for the concepts underlying Western Everlasting, and recommendations about the strategies that might be used to resource, manage and integrate Western Everlasting into a comprehensive program for Threatened Flora conservation.

A report has been prepared that synthesizes the feedback gained from interviewees and provides recommendations on implementation based on this feedback.

**RECOMMENDATIONS:**

Refer to attached Western Everlasting Report Summary for Recommendations

**NOTIONAL AGREEMENT FROM:****IMPLICATIONS FOR CURRENT BUDGET:**

To be prioritised as a major departmental initiative through the Service Provider Agreements already in place. Additional external funds to be sought.

Refer recommended budget in the attached Western Everlasting Report

**PROPONENT:**

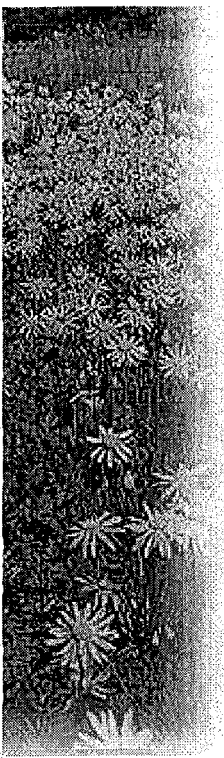
Leadership and Organisational Development  
Program Western Everlasting Team —

Alex Chapman, Matt Dowling, Val English,  
Peter Fishwick, Annie Keating, Ray Lawrie

**FORWARDED BY:**

Dr Neil Burrows, Science Division

**DECISION(S):**



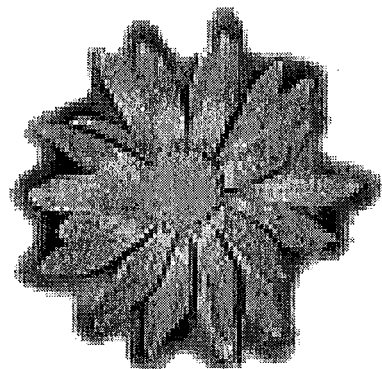
***Project Title:***

# *Western Everlasting*

*'It's Now or Never'*

Leadership and Organisational Development Program  
Department of Conservation and Land Management  
December 7<sup>th</sup> 2001

Project Team: Alex Chapman, Matt Dowling, Val English, Peter Fishwick, Annie Keating and Ray Lawrie



### ***Intended Outcomes:***

The Western Everlasting project team was tasked to provide a mechanism for implementing and integrating Western Everlasting as the primary initiative to conserve this State's threatened plants. The team aims to produce a report that takes into account a range of aspects concerning current flora conservation initiatives; current and future funding sources and structural issues within the State's primary conservation agency (Conservation and Land Management), related agencies and relevant community groups to help integrate flora conservation initiatives under Western Everlasting.

### ***Strategies used by the group to achieve the outcomes.***

With this in mind the group decided on three goals to help us achieve our aim. These were:

1. To obtain information about the current status of initiatives for conserving threatened flora in Western Australia.
2. To assess the level of stakeholder support for the Western Everlasting concept.
3. To provide recommendations on implementation of Western Everlasting, including strategies for management, integration of initiatives and identify funding sources.

Through a process of literature review and direct feedback from our project sponsor we developed a list of stakeholders and interested parties who were asked to participate in an interview, which included questions aimed at achieving the above goals.

This interview (Questionnaire and Initiatives Recording sheet) was published on the Internet to allow the data to be collected in digital form. Some interviews were conducted in person, however, the responses were entered onto the Internet questionnaire. A total of 59 responses (both questionnaire and initiatives sheet) were received, representing 39 individual responses from five organisations. Many thanks to those who participated.

This data was then collated by a process whereby each team member was allocated a set of responses for certain questions. The responses were grouped and main themes were identified. Where relevant, these themes were used to develop recommendations. Other quantifiable data was represented in tabular form.

A review of The Department of Conservation and Land Management's (The Department) budget data, both recurrent and external, for the year 2000/01 was also conducted to identify where funds were being used in threatened flora conservation. It was intended that this data would allow a rough budget to be proposed for the implementation of the Western Everlasting initiative. The interviews also contained some elements of budget for financial year 200/01 and forecast 2001/02. Unfortunately budget figures for 2001/02 had not been released by the Department in time to be included in this report.

## **Actual Outcomes.**

- a report that provides a mechanism for implementing and integrating Western Everlasting as the primary initiative to conserve this State's threatened plants and takes into account a range of aspects concerning current flora conservation initiatives;
- recommended recurrent and external funding sources
- recommended changes to address structural issues within the State's primary conservation agency (Conservation and Land Management), related agencies and relevant community groups to help integrate flora conservation initiatives

## **Recommendations for further action.**

Our model for linking interview responses and project objectives.

- Integration, implementation and funding: Q8, Q10, Q11, Q12, Q13, Q14
- Possible funding sources & potential budget: Q2, Q3, Q5, Q7, Q10
- Strategies for increased support: Q11

The following are the main points around which our recommendations can be constructed. They are drawn from the summarised responses to various interview questions contributed by each team member (appended). The main points were reiterated a number of times in response to various questions, and this is an attempt to synthesise them.

### **1. Integration**

Significant flora conservation work continues to be carried out throughout the Department, however, perceived areas of overlap as well as poor internal communication and information management must be addressed to ensure cohesive operations.

Similarly, there are a number of agencies and community groups focused on flora conservation in the State and their efforts should also be coordinated with the Department to ensure an integrated approach to managing threatened flora conservation.

- Develop more effective internal communication and information management practices
- Identify opportunities for integration within the Department and with other stakeholders.

### **2. Implementation**

In order to achieve an integrated, identifiable and well-supported long-term initiative addressing threatened flora conservation, four key elements have been identified.

- A strategic plan be developed to implement Western Everlasting. This will detail the needs of the Department and all other stakeholders to most effectively protect, recover and promote threatened flora.
- This strategic plan be developed with regard to the forthcoming State Biodiversity Conservation Plan and/or the Natural Resource Management Strategy. This plan may then serve as a model for how the overarching



strategies might operate with regard to flora conservation. This will ensure integration of the Department's work with that of other stakeholders.

- In order to move forward, the Department should appoint and support a full-time coordinator to champion the strategic plan and act as a focus and contact for Western Everlasting.
- The coordinator should also be charged with developing and enabling a marketing strategy to raise both the project profile and additional funds to ensure the aims of Western Everlasting are met.

## **2. Funding**

In order for Western Everlasting to be properly implemented, a secure funding stream must be identified and allocated. The Department must commit sufficient recurrent funding for permanent personnel and resources for ongoing operations to enable effective operation of WE.

- Additional funding and support must also be obtained from corporate and industry sectors, scientific and environmental granting agencies, through identifying opportunities for partnerships with other stakeholders.

## **3. Increased support**

Community support is essential for Western Everlasting to succeed. The community and involved industry groups must appreciate the value and significance of the WA flora in order to gain a better understanding and awareness of threatened flora conservation issues.

- Develop a marketing strategy for Western Everlasting to raise community awareness and promote flora conservation
- Develop community education programs and promote collaborative initiatives with industry, community and government on flora conservation projects.

## **Review of project management processes, and issues which needed to be addressed.**

Absences due to staff leave, and other unforeseen staff absences resulted in a reorganisation of the time line and reallocation of tasks to more evenly distribute the work load. For example, a number of group members had leave in November, so these group members contributed more time prior to taking leave.

Two group members were not Perth based, so meetings were planned to coincide with times when these members were in Perth due to other commitments.

The use of e-mail was vitally important in the project management process. All members of the group could remain in contact without the need for time consuming phone conferences, or meetings. This was essential for those members based remote from Perth. The transfer of documents electronically allowed for quick editing of text (eg/ using track changes in Word), thereby speeding up the project management process and allowing the project to remain on target.

Regular meetings were held in Perth where group members were able to report on their tasks, which enabled group decisions to be made more effectively. Murdoch

facilitator Max Scully attended one of these meetings. Project sponsor Keith Morris and Neil Burrows were also consulted about the questionnaire. These meetings helped to provide direction and focus for the project, in terms of allocations of tasks and definition of scope.

On reflection, the group could have specified a time limit on responding to the questionnaire. Responses were received well into the project during time allocated for writing of summaries and reports. This led to editing problems in writing summaries to questions. Also, after reviewing the answers to some of the questions posed to respondents, it appears that some questions were slightly ambiguous, or open to interpretation. One respondent replied that the questionnaire was very "deep". Also the wording of the questions led to some responses being of a quantitative nature, while others answering the same question were qualitative. This led to problems in writing of summaries.

Initial timelines were constructed aimed at delivery by the original November 23 deadline. These deadlines took into account pre-existing leave arrangements and served only as a guide to final project delivery. Mid project deadlines were set at group meetings or through email. Due to conflicting work priorities members at various times were unable to fully participate in the group process.

### **Review of and reflect on (group) dynamics and issues that arose.**

The group possesses a variety of skills, so group members selected tasks that incorporated these skills wherever possible. In particular, a number of members possess particular computing skills, and these were very valuable, for example, in developing web-based information, time lines, and power-point presentations. Some members had good background knowledge of specific areas related to the topic, and were able to contribute more to specific parts of the project. For example, two members had a good knowledge of accounting within the department and were able to interrogate the Department's systems for accounting information relevant to the project.

The group as a whole agreed to a "best team practice", in that all decisions were undertaken after appropriate reflection, allowing for agreement within the group. In doing so, the group achieved its objectives, despite the absence of several members at various times during the project. The group was very dedicated to its task and there were always volunteers for individual tasks that needed to be performed.

With so much effort required from all team members to complete the project, due to heavy work commitments several team members completed their tasks after hours. This was an individual decision made by those team members.

The group dynamics during the live-in part of the leadership course went very smoothly with a very cooperative and effective relationship between members being established quite easily early on. It was therefore decided that no group leader was required for the project and that tasks would be allocated based on skills, expertise, time commitments and interests. In various aspects of the work undertaken though, all group members at some stage or other took on leadership roles in performing their tasks. Usually a team member led in their area of expertise and in so doing facilitated knowledge transference to other team members. This cross fertilisation of

knowledge about specialist areas and Departmental practices was a particularly valuable part of the exercise of working with such a disparate team.

### **Reflect on lessons learnt from the project.**

On reflection there were several lessons learnt from working on such a project within a team environment. These were:

- The difficulty of coordinating team members from various parts of the state: This issue could have been a major obstacle but was overcome through cooperation between those members effected and the use of email.
- The need to set a timeline on responses to the questionnaire, and other parts of the project.
- The need for support from workmates and supervisors during the project: Not only within the district or section, but also from other regions and districts, particularly those who participated in the interview, or provided extra information when approached.
- A group with such a wide variety of skills and abilities helped enormously with the management of the project. Those skills and abilities are tools that should be utilised in the most efficient and effective manner possible to best achieve goals.
- Respect for the input from other team members was a strength of the group.
- All team members played a coordinating role at various stages of the project, negating need for an overall coordinator.
- Other issues will always arise which place obstacles in the path.
- Development of a web site was crucial for aiding communication between the group and with the stakeholders.
- Email and web pages while useful, do not guarantee that a response will be forthcoming. Sometimes face to face is the most effective way of gaining cooperation from people.
- Early identification of time restraints allowed group members to reorganise the time line and reallocate tasks as necessary
- In planning a project there is a need to tailor the scope and objectives to be achievable within timeline constraints.
- The combined outcome from the input of all team members is greater than the sum of the parts for two reasons. Project outcome is enhanced by teamwork and learning, while knowledge is gained which is not achievable when working in isolation or within a single specialist area.