

SWAN REGION – STRATEGIC PLANNING WORKSHOP

FRIDAY 4 DECEMBER 1998
AGENDA (revised 30/11/98)

Hrs:
0830

Introduction
'Vision' and 'Mission'

Bruce Harvey

Presentation: Strategic Directions and Priorities for 98 / 99
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0900 Program 24 Nature Conservation David Mitchell

0920 Estate Management Rob Towers

0940 Program 32 Recreation and Tourism Bruce Harvey

1000 *Morning Tea*

* 1020 Regional Parks Tim Bowra

1040 Fire Management Keith Low

1100 Community Protection Keith Low
David Mitchell

* 1120 Forest Management Branch Peter Stirling

* 1140 Program 42 – Hardwood Business Unit Kevin Haylock

1155 Plantations Group Alan Briggs

1200 *Lunch*

1240 Corporate Services John Gault

* 1300 Education and Communication Stev Slavin

Presentations: District Action Plans

1330 Marine and Coastal Peter Dans

1400 Perth Alan Sands

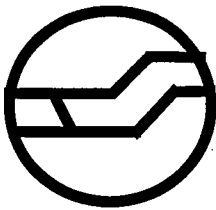
1430 Dwellingup Steve Raper

1500 Mundaring John Lloyd

1530 *Afternoon Tea and Conclusion*

Depart by 1600 hours

** denotes changes.*



DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

Swan Region, Kelmscott

Ph: 390 5977 Fax: 390 7059

MEMO TO: ~~District Manager~~
(with copy for ~~District Nature Conservation Program Leader~~)

FROM: DAVID MITCHELL

DATE: 31 December, 1998

YOUR REF:

OUR REF: SR:

SUBJECT: STRATEGIC PLAN - NATURE CONSERVATION SECTIONS

① Rob T.

② K. Cow.

New Strategic Plan.

As you are probably aware the Swan Regional Team have been redrafting the Strategic Plan, and held a meeting to discuss this in early December. I have now "as-good-as" completed the Nature Conservation Program section and have included it here for your final comments before I submit it to the Regional Manager for inclusion in the new Swan Region Strategic Plan.

Could you respond with any changes or comments as soon as possible. If I don't hear back from you by January 12th, I will assume that you agree with all of it and will be including it in the new Strategic Plan "as is".

I have attached:

- Proposed new draft of the "Strategic Objectives for next 5 year" part of the Strategic Plan [5 pages]. This is little changed from the last plan (see how close to 5 years we can go before we do change it!). Note that the recently released Departmental Corporate Plan identifies: establishing and managing a CAR reserve system; off-reserve conservation; and threatened species and communities as high priorities.
- Proposed new draft of the "Works Programs and Action Plans (One Year Targets)" part of the Strategic Plan [2 pages]. This has changed a lot, last year I presented this in a district-by-district format, this time it is arranged in the main "themes" in the first part of the plan. I have derived the actions based on the previous plan, the new district plans presented at the December meeting, discussion at and after the meeting and one or two things have come out of thin air. I have aimed to have all/most of the actions measurable, for example, some have outputs of a document of some sort, although some of the ongoing actions will require some measureable item yet to be determined.

As noted above, please provide comment and changes on these drafts ASAP.

Review of previous Strategic Plan.

As part of the December meeting I also chose to do a review of the region's performance based on the previous Strategic Plan (which is, after all, an important part of the process). Reviewing all the items listed would have made a pretty lengthy document, and I did not have enough time to do so.

- However I did produce a review of the previous Strategic Plan based on the main “themes” in the “Strategic Objectives for next 5 year” section. This just includes some of the highlights of the year and gives an indication of how well we met the objectives generally. I have not done any additional work on this, but have included it for your information [2 pages].
- Similarly I started to produce a review of the “Works Programs and Action Plans (One Year Targets)” part of the Strategic Plan, but I really did run out of time for this and did not have time to contact all districts and get proper feedback. However this is probably the more important part to review each year, and so I have attached it as well (unfinished as it is) for your information and feedback [2 pages].

I would like to complete this review and keep somewhere as a record, and first ask..... is it worth completing? And if so, could you scribble away, or phone comments etc. to me.

Ta.

DAVID MITCHELL
PROGRAM LEADER, NATURE CONSERVATION

3.1 Program 24 Nature Conservation

(Note: parts of the Administration, CALMfire, Regional Parks Unit and Estate Management sections have relevance to the Nature Conservation Program)

Direction Statement:

Secure and manage a representative nature conservation estate. Promote and support off-reserve conservation that complements the reserve system. Protect and manage threatened species and communities. Control processes that are threatening large areas of habitat or a large number of species (especially exotic predators, dieback disease caused by *Phytophthora* species, salinity and other forms of land degradation, and development proposals).

Strategic Objectives for next five years:

These strategic objectives outline the goals and main objectives to cover the whole of the Nature Conservation Program activities in Swan Region. All objectives outlines here need to be considered when preparing works programs, although special effort should be made towards achieving those objectives that are new initiatives or high priority.

Threatened species and communities

Goal - from Draft Nature Conservation Strategy (1992) – Protect, conserve and manage threatened species, ecosystems and communities by conducting and applying research and protecting and managing key areas and critically endangered species. To prevent further species becoming endangered.

Swan Region Threatened Flora Recovery Team to rewrite and commence implementation of the Regional Flora Management Program.

Protect all populations of DRF in region, monitor 15% of known threatened flora populations annually. Locate new populations of priority flora and clarify status of priority species.

Produce a Regional Threatened Fauna Management Program.

Maintain current feral animal control programs associated with Western Shield and other programs (including fox baiting and predator proof fencing).

Maintain monitoring of fauna as detailed in species recovery plans (and when produced, the Regional Fauna Management Program).

Assist recovery teams with translocation programs for threatened fauna.

In liaison with WATSCU, help identify, locate and protect threatened communities within the region.

Establish recovery teams and commence works to protect Critically Threatened Ecological Communities within the region as detailed in IRPs.

Provide input to the preparation of interim and final recovery plans for Critically Threatened species and communities and carry out recovery actions as detailed in those plans.

Secure a Comprehensive, Adequate and Representative Nature Conservation Estate

Goal - from Draft Nature Conservation Strategy (1992) – Build on the conservation reserve system by selecting, reserving and managing viable protected areas broadly representative of the natural ecosystems and species of Western Australia and including areas with special landscape, cultural and educational values.

Participate actively in current and future processes to identify additions to the nature conservation estate (Perth's Bushplan, System 6 update, RFA process, Marine Parks and

Reserves Selection Working Group Report, biological survey as part of Salinity Action Plan). Act on recommendations of these reports and plans.

Reserve Management

Goal - from Draft Nature Conservation Strategy (1992) – To manage conservation reserves to maintain biological diversity and ecological processes within each reserve, or where that is not possible, at a State and regional level.

Complete interim guidelines for 70% of nature reserves in Region.

Fence 75% of metropolitan nature reserves smaller than 500ha and priority hills nature reserves to stop uncontrolled vehicle and horse access.

Signpost all existing and new conservation reserves to CALM standards.

Districts to develop annual rehabilitation and seed collection program.

Reserve Management Systems - In consultation with CALMfire and Fire and Rescue Service, prepare guidelines for fire management and fire suppression methods in small coastal plain reserves. Widely disseminate information on small reserve fire practices.

Investigate options for improved methods for reserve data management.

Off-reserve Nature Conservation

Goal - from Draft Nature Conservation Strategy (1992) – In consultation with other agencies and landowners, to plan and help to manage natural areas for nature conservation in ways that are complementary to the primary reserve network and sensitive to existing landuse.

Support recently commenced departmental programs to facilitate Nature Conservation on private lands (Land for Wildlife, Salinity Action Plan, etc.)

Provide information to individuals and groups to assist them to manage for conservation.

Provide comment and input to development proposals that may impinge on very high conservation value lands that are not part of the formal conservation estate.

Environmental Protection

Goal - from Director, Nature Conservation – Protect the conservation estate, and other significant conservation values from the adverse effects of dieback, mining, feral animals, weeds, fire and other disturbances and developments.

Goal - from Draft Nature Conservation Strategy (1992) – Influence planning and management in the industries of agriculture, mining and urban development to minimise the destruction of natural habitats and to minimise the adverse effects for biological diversity of that loss of habitat which is inevitable.

Assist other agencies in planning to enhance the State's nature conservation reserve network and conservation values on other lands; and prevent or minimise adverse effects of proposed government utilities works and land.

Feral Animal Control - Maintain current predator control programs associated with Western Shield (fox baiting and predator proof fencing).

Continue CALM rabbit, pig and pigeon control programs in liaison with other agencies. Eradicate goat and deer populations from conservation reserves.

Weed Control – Provide input to “Project Everlasting”. Prioritise response to weed threats. Target weed control programs at species that threaten rare species and communities, or small outbreaks that may increase significantly if not controlled. Build up expertise and equipment for control of environmental weeds.

Dieback Management - Allocate dedicated interpretation resources for NC estate. Complete dieback assessment of at least two coastal plain conservation reserves per year. Within 12

months of dieback assessment review existing and future access on each reserve. Actively participate in recently commenced phosphonate management trials.

Sustainable Use of Wildlife

Goal - from Draft Nature Conservation Strategy (1992) - For species which the government decides shall be utilised, ensure that utilisation is sustainable, both for the species itself and for the ecosystem in which it occurs. In the case of fauna, any utilisation should be carried out in a humane manner.

Continue to refine the current consistent approach to wildflower industry issues within the region, that can be adopted as the standard elsewhere with in CALM.

Seek to include for new developments and change existing working arrangements to gain full cost recovery and/or wildflower industry self-management arrangements, where appropriate:

Logging – Ensure procedures for identifying and protecting nature conservation values placed at risk by commercial logging (and other operations) are adhered to (and improved where necessary).

Seek to gain revenue/resources from industries and government utilities to cover the full cost of management.

Seek to include for new developments and change existing working arrangements to gain full cost recovery and/or wildflower industry self-management arrangements, where appropriate:

Ensure commercial operations and public pressures do not adversely affect distributions and behaviour of fauna (such as little penguins, bottlenose dolphins and Australian sealions).

Mining

Goal - To ensure that all mining operations on CALM managed lands are conducted using best industry practices, minimising environmental impact and meeting the requirements of all relevant legislation and Departmental policies and guidelines.

Develop Working Arrangements for all major mining operations eg. bauxite and gold.

Ensure that all relevant mining lease and tenement conditions are met.

Ensure that all mining proposals, including leases issued by CALM, are processed giving due regard to all the environmental factors and consequences.

Attempt to maximise the financial return from all mining operations in accordance with Departmental policies and procedures.

Law Enforcement – Compliance

Goal - To achieve internal and external compliance with the legislation that CALM has responsibility to enforce and by which means it manages operations and activities.

To have competent, well trained staff involved in law enforcement duties and that staff use the appropriate procedures and forms.

To ensure that staff carry out enforcement duties in a fair manner and without fear or favour. All contact with potential offenders is conducted applying the rules of natural justice, and with the staff showing empathy ie. the customer is treated as you would wish to be treated in a similar situation.

Wetlands

Goal – From Wetlands Conservation Policy – Within the Swan Region, identify, maintain and manage the State's wetland resource, including the full range of wetland values, for the long term benefit of the people of Western Australia. (see Policy for 5 principle objectives)

Carry out actions and obligations detailed in the "Wetlands Conservation Policy for Western Australia" and other commitments (RAMSAR, JAMBA etc).

Marine Nature Conservation

Goal - from Draft Nature Conservation Strategy (1992) – To establish and manage a system of marine and estuarine reserves for the conservation of flora and fauna, ecosystems and habitats, environmental research and reference, and such public recreational and commercial uses as may be consistent with maintenance of the natural environment.

Increase the awareness and understanding of CALM's role and responsibilities and role as a marine environment management agency both with the Department and in the wider community through the provision of an enhanced quantity and quality of information.

Ensure adequate monitoring of marine reserve ecosystems and species with the assistance of the Marine Conservation Branch.

Ensure *prompt* implementation of marine reserve sanctuary zones as vital scientific reference areas. (*do they have other roles ie conservation etc.?*)

Develop strong links with the marine branch with an aim of enhancing the monitoring and management of species and habitats, management planning and reserve implementation.

Biological Survey and Research

Goal - from Draft Nature Conservation Strategy (1992) – To utilise the best and most recent knowledge to ensure that conservation and land management is carried out according to sound, well-researched scientific principles and to promote awareness and appreciation of the natural environment.

Actively take up opportunities to communicate and liaise with Science and Information Division to promote research in high priority issues.

Conduct one comprehensive vertebrate fauna survey per year (includes a staff training role and opportunity for regional planning by NC program leaders).

Obtain botanical expertise (by short term contracts or other agency or group) working on floristics on CALM estate (for threatened species survey and general floristic survey of reserves).

Establish methods for effective dissemination and use of information obtained on CALM estate in the region.

Liaison

Goal – Use existing mechanisms, and develop new ones where necessary, to promote and assist nature conservation across the region.

Provide accurate, efficient service to requests for information from public, staff from the department and other agencies.

Establish a close, proactive liaison with and support "friends" groups, advisory committees and volunteers to implement appropriate management of the States conservation values. Establish semi-formal contact with peak conservation groups and meet on regular basis. Maintain communication links with local government, state departments and other user groups concerned with conservation issues.

Staff, Financial Management and Technology

Goal - Provide increased access and use of systems that improve efficiency of management including appropriate training. (See Corporate Services Activity)

Participate in establishing an adequate Department-wide training and skills recognition program within the Nature Conservation Program. Maintain and upgrade skills and knowledge within

each District in all aspects of the Nature Conservation Program. Produce a staff training plan for each of the districts (relating to both existing staff and positions).

Maintain a full time NCP leader and full time support staff in each District. Facilitate, where appropriate, staff sharing between districts.

Pursue adequate staffing levels to deliver effective 7 day management of priority marine and terrestrial estate (in appropriate seasons).

Make efficient use of external expertise, for example for activities requiring comprehensive botanical knowledge. Wherever appropriate involve volunteers in on-ground actions.

Seek additional funding for priority nature conservation projects via grants, sponsorships and other sources.

Information Management: Increase access to the departmental network and other systems to increase efficiencies.

Assess and if appropriate provide new information systems to operational staff (eg. Tenis, GIS, DEFL, WACENSUS, WAHERB, SEDIT etc).

New Opportunities

Goal – Participate in new CALM initiatives, while ensuring that in doing so, full advantage is taken to improve nature conservation management across the region.

Salinity Action Plan – carry out work programs as detailed in the Salinity Action Plan.

Regional Parks – develop strong links with the Regional Parks Group to service required need for establishment and ongoing running of RPs while utilising opportunities to improve the planning, management and monitoring of species and habitats across the region.

WORKS PROGRAMS AND ACTION PLANS (ONE YEAR TARGETS)

(review actions with district Program Leaders 6 monthly, and with regional group 12 monthly).

THREATENED SPECIES AND COMMUNITIES

- Commence writing of Regional Management Plans for threatened Flora and Fauna.
- Establish recovery teams for Threatened Ecological Communities.
- Continue, or where required commence implementation of IRPs.
- Continue ongoing commitments to objectives outlined in Threatened Species and Community Recovery Plans, Western Shield and other departmental programs.
- Establish system for prioritising monitoring of threatened flora and fauna.
- Establish process for rare flora survey to service the hardwood business unit (incl. training).
- (Additional actions and resources arising from Western Everlasting?)

SECURE A C.A.R. NATURE CONSERVATION ESTATE

- Continue involvement in departmental and government processes (including RFA and System 6 update/Perth's Bushplan) to identify terrestrial reserve acquisition priorities.
- Carry out negotiation, liaison and other works to secure priority reserve areas.

RESERVE MANAGEMENT

- Finalise interim guidelines (and where possible draft management plans) for reserves that are currently in draft form.
- Commence preparation of interim guidelines (or as appropriate, draft management plans) for at least the two highest priority reserves in each District.
- Continue the ongoing implementation of existing reserve interim guidelines and management plans. Plan and implement the crown reserves portion of the Salinity Action Plan.
- Implement district sign maintenance, and access control programs. These will include prioritising, inventory (using RATIS?) and maintenance.
- Investigate standard reserve inspections and nature reserves data recording systems for the region.
- Establish useable priority-setting, performance and audit indicators for reserve management activities.
- Investigate and quantify resources required, and processes to cope with "new" conservation estate (e.g. Gnangara Park, Regional Parks, new reserves from Perth's Bushplan).

OFF-RESERVE NATURE CONSERVATION

- Provide support as required for new off reserve management programs (Land for Wildlife, Nature Conservation Covenanting etc.).
- Investigate options for nature conservation partnerships, e.g. Paruna, corridors between Avon Valley NP and Julimar.

ENVIRONMENTAL PROTECTION

- Continue ongoing commitments to objectives in Western Shield and other departmental feral fauna (pig, rabbit, pigeon etc.) control programs.
- Develop and continue control programs for priority weed species and sites determined at district and regional level.
- Develop criteria for determining priorities for feral fauna and weed control, dieback assessment and, as required other environmental protection requirements.
- Ensure activities carried out by CALM and other agencies don't impact on nature conservation values.
- Produce guidelines for responses to minimise impacts of residential development adjacent to conservation estate. Use Lake McLarty and one other area as examples.

- Estate management issues (large issue of resources required to manage – see Estate Management section).

SUSTAINABLE USE OF WILDLIFE, MINING, LAW ENFORCEMENT -- COMPLIANCE, WETLANDS, MARINE NATURE CONSERVATION

Do not have specific actions in 1999, but are covered to some degree by actions in other headings as well as ongoing work requirements.

LIAISON

- Provide efficient and effective liaison with external groups as necessary. Where possible utilising opportunities to increase resources for Nature Conservation management (eg. Through NHT and Bushcare).

BIOLOGICAL SURVEY AND RESEARCH

- Develop agreed criteria for determining priorities for research and survey. Utilise this to determine priority of research on rehabilitation methods, fauna survey at Gngangara Park.
- Complete vertebrate fauna surveys and write up of Peel-Harvey reserves and Avon Valley National Park.
- Ensure location and other data regarding research, survey and monitoring sites are adequately recorded (into FMIS, HIPS and other systems).
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STAFF, FINANCIAL MANAGEMENT AND TECHNOLOGY

Staff:

- In conjunction with district corporate teams, draft Nature Conservation Program staff plans, which will include lists of staff duties, options for additional or more efficient use of staff (including 7 day-a-week management), leave management, training and succession planning
- In context of the current Departmental Nature Conservation Program training project, develop regional and district staff training plans, identifying needs (initially estate management, flora, computing), and programming delivery.
- Continue to develop cooperative wildlife management arrangements with other groups within CALM such as the wildlife protection section, Regional Parks group and business units.

Financial Management:

- Monitor expenditure and performance/outputs in Nature Conservation Program and report in a meaningful way (including options for improvements, and monitoring expenditure on administration and leave)
- Establish suitable monitoring, performance and audit indicators for use in the Nature Conservation Program. Use business planning principles as appropriate to indicate true costs of management.

Technology:

- With district and corporate group, work to resolve outstanding hardware and network issues.
- (In conjunction with district corporate teams) Establish access to TENIS, DEFL and CALM Intranet to District Nature Conservation Sections and train staff in their use. Investigate the possible use of GIS in district planning and operations.
- Identify need for additional information systems (reserve management, bibliography/library, expert directories etc.)

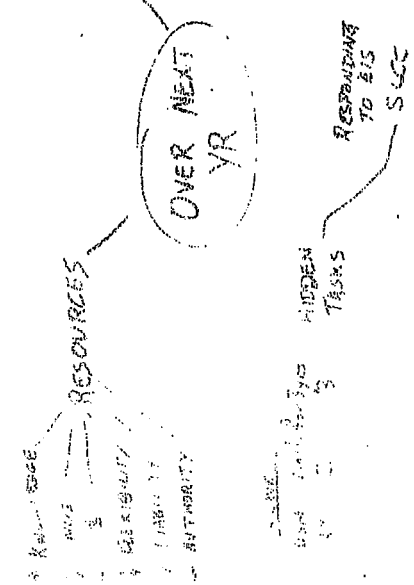
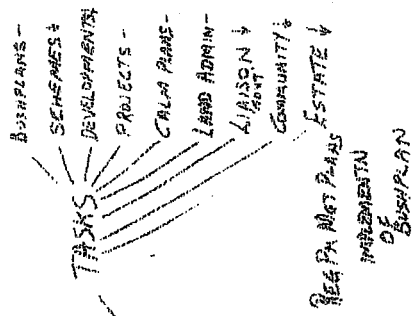
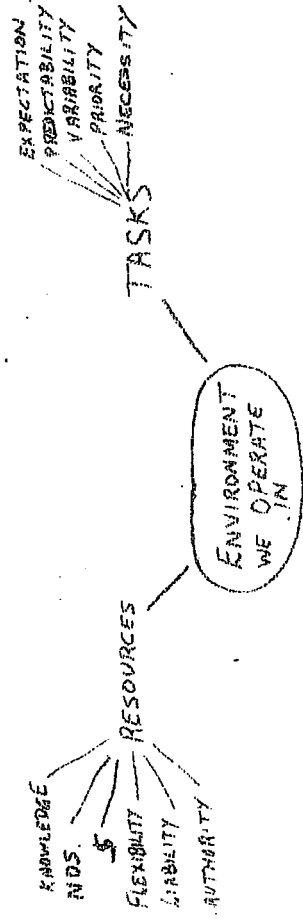
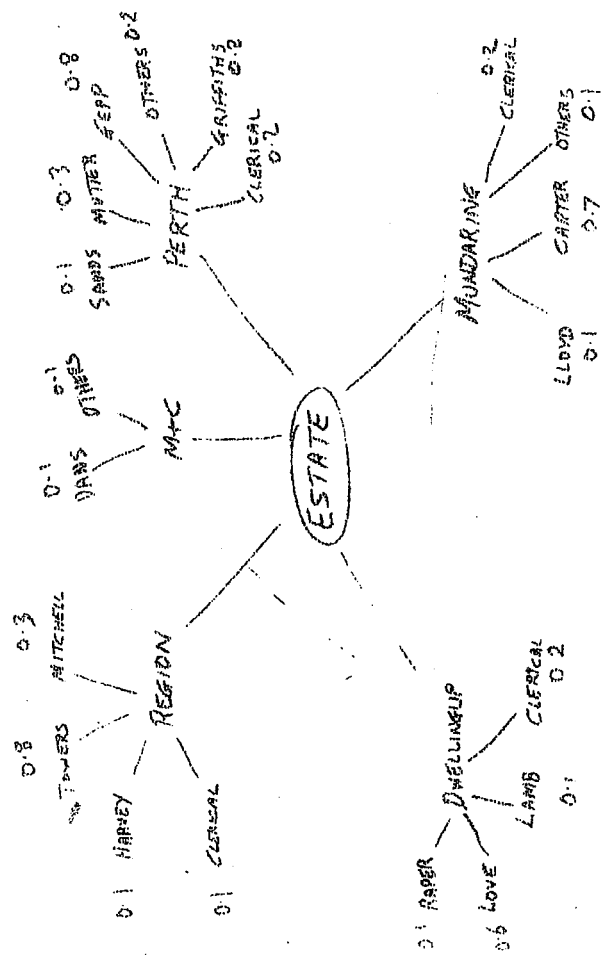
**REVIEW OF STRATEGIC PLAN – 1997-98
NATURE CONSERVATION PROGRAM**

STRATEGIC OBJECTIVES	PROGRESS TO DATE (End of 1998)
<p>Threatened species and communities</p> <p>Priority in Corporate Plan</p>	<p>Have met basic requirements of monitoring and implementing existing recovery plans (with some increases). Translocations of numbat, woylie, tammar, western swamp tortoise, bandicoot. Baiting protection for quokka. Les Robson and Fred Hort DRF and priority finds – changes to status of species. Funding and actions in TECs. Have not achieved commencement of major new initiatives – new recovery/management plans and teams and actions. Issues/New initiatives for 1998/99: Need to set up new recovery teams and implement actions. Western Everlasting – additional resources? and impetus for rewrite of region flora plan and other actions. NHT \$ for TEC and critical species actions from SID and others (likely to require salary input from Ops. Staff)</p>
<p>Secure a Comprehensive, Adequate and Representative Nature Conservation Estate</p> <p>Priority in Corporate Plan</p>	<p>Some increase in estate (eg. serpentine river.) Perth's Bushplan recently launched (rest of System 6 update to continue over next couple of years). Outcomes of this and others (RFA, biological survey as part of Salinity Action Plan etc.) yet to really impact. Issues/New initiatives for 1998/99: Likely to result in requests to input on negotiations. Also possible increase in estate – resource issue. Possible increased input to off reserve conservation activity.</p>
<p>Reserve Management</p> <p>Priority in Corporate Plan</p>	<p>Estate management plans: draft Serp. NP, Canning River RP, (planning commenced for other Reg Pks) draft Gngara Pk Concept Plan, some interim guidelines in draft) Sign fencing and rehabilitation programs by districts and via SAP. But not met targets in '97 strat plan – \$/resources Issues/New initiatives for 1998/99: All the above ongoing Doing the work, Resources to implement? Providing information – better/faster/smarter</p>
<p>Off-reserve Nature Conservation</p> <p>Priority in Corporate Plan</p>	<p>Much of the formal activity here done by other sections of CALM (land for wildlife etc) but support by region (office, info and advice, informal advise). Talbot Road management (funded from NHT). Issues/New initiatives for 1998/99: Likely to increase? Follow-on from Bushplan. New CALM initiatives – covenanting scheme. NHT funding aimed at community groups</p>
<p>Environmental Protection</p>	<p>Feral/pest animal control – Western Shield, quokka protection. Raven control for Western Swamp Tortoise. Other fauna control (pigs, deer, goat) P.c. management – some priority interpretation. Phosphite application commenced in some cases. Assessments of developments etc. occupying large amounts of resources (See Estate Management). Will increase. Issues/New initiatives for 1998/99: Increased resources for weed control and P.c. management thru recovery plans and other programs. How to reduce assessment/land admin load?</p>
<p>Sustainable Use of Wildlife</p>	<p>wildflower industry, logging, utilities and other operations. Continuous improvement – eg threatened flora searches. Aiming for full cost recovery “recreational use” of wildlife, eg marine fauna, ensure low impact</p>

	<p>Issues/New initiatives for 1998/99: Opportunity as funding source</p>
Mining	<p>Ongoing. Determining Working Arrangements, ensuring conditions are met, environmental assessment, cost recovery Issues/New initiatives for 1998/99: Closure of Alcoa Jarrahdale</p>
Law Enforcement – Compliance	<p>Ongoing and improving Issues/New initiatives for 1998/99:</p>
Wetlands	<p>Wetlands Conservation Policy released 1997. No new actions arising (yet). Issues/New initiatives for 1998/99: Possible new RAMSAR listings in region</p>
Marine Nature Conservation	<p>Marine Conservation Strategy launched. Ongoing and increasing management presence/activity Issues/New initiatives for 1998/99: Implement sanctuary zones in marine reserves</p>
Biological Survey and Research	<p>Mostly done by SID and others (also thru externally funded programs – recovery plans and the like). Western shield monitoring. Additionally fauna surveys Peel Reserves with Murdoch uni, Avon Valley (to be written up) Issues/New initiatives for 1998/99: Value/need for monitoring audit of our activities. Access to SID data. From studies (eg SAP surveys) also issue of ease of access to information (see below <i>Staff, Financial Management and Technology</i>) . Gnangara Park – rehab research, Fauna survey Need for floristic and other specialist expertise/training</p>
Liaison	<p>Ongoing, increasing input to community groups, successful NHT \$ with Friends of Talbot Road. Options thru Regional Parks etc. Ongoing requests for info by public Issues/New initiatives for 1998/99: Increasing number of regional planning studies, joint agency groups and community groups all expecting CALM input. Community impression of saying “no”.</p>
Staff, Financial Management and Technology	<p>Some increased access to info systems – but difficulties with system hardware and support. Nature Conservation Program commenced training and skills recognition program (mid-term) Funding/resources vs. commitments and expectations. Issues/New initiatives for 1998/99: Monitoring expenditure - <u>achieving things</u> vs balancing budget Director to investigate Nat Cons expenditure and achievements – opportunity to show need for reallocation/growth New actions require new funding. Desire/need to deliver 7 day management of priority estate = resources?. Need to increase access info systems to increase efficiencies (program by program, or corporate group) Need to upgrade skills and knowledge in all aspects of the Nature Conservation Program (incl. succession issues)</p>
New Opportunities	<p>Salinity Action Plan commenced, has resulted in additional resources in crown reserves. Regional Parks-District arrangements commenced (looking for gains outside of Reg. Pks.) Issues/New initiatives for 1998/99: Gnangara Park, New Regional Parks esp. Darling Range Western Everlasting = opportunities?</p>

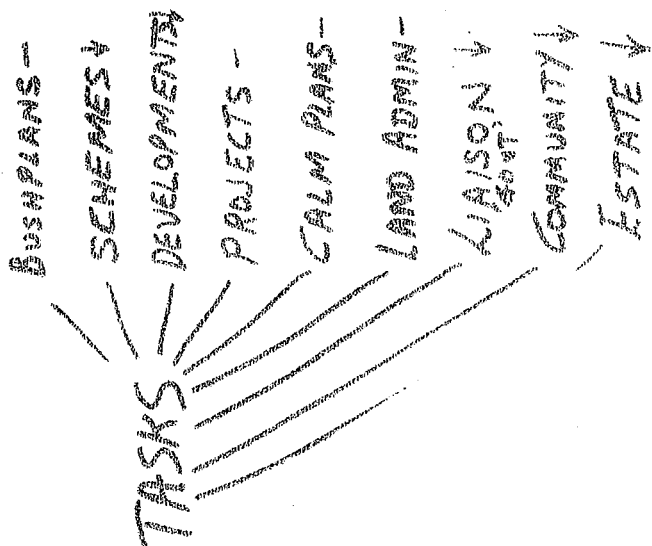
WORK PROGRAMS AND ACTION PLANS	
Swan Region Focus	
Continue ongoing commitments to five year objectives in threatened species, threatened communities and predator control.	Met minimum commitments regarding monitoring (but not DRF?), and implementing existing recovery plans (incl. Translocations). But not new initiatives (plans, new teams etc.)
Commence and complete Swan Region Fauna Management Plan.	Not achieved. (Process established through Western Shield for preparation of fauna plans)
Commence rewrite of Swan Region Threatened Flora Management Plan	Not Commenced. Unsuccessful NHT application in 1997. Western Everlasting = support/impetus for this?
Two officers to spend 50%+ of their time on floristics over the 1996 spring.	Les Robson easily 50%+ on threatened flora Districts – no single officer spent 50% Limited general botanic work done by ops. staff
Monitor expenditure on administration and leave.	Monitored – but what targets to achieve? What NC value for \$ spent
Conduct workshop and complete fire management guidelines for small reserves.	Not done
Dwellingup District Focus	
In conjunction with Birds Australia, produce management actions to minimise impacts of residential development adjacent to Lake McLarty.	Unsuccessful NHT application in 1997 (to be resubmitted). However liaison with Birds Australia ongoing, and activity will continue.
Complete drafts of interim guidelines for three reserves in Dwellingup.	??
Complete vertebrate fauna surveys and write up of Peel-Harvey reserves	Write up not done, survey commenced in additional reserve(s) in Peel.
Establish a CALM presence at Mandurah.	Achieved
Mundaring District Focus	
Install TENIS and DEFL to Mundaring District and train staff in their use. Investigate the possible use of GIS in district planning and operations.	Not achieved. Issues/problems with network system and network administrators. Similar issues for other districts
Implement a sign maintenance program.	Commenced and ongoing
Complete the second translocation of Woylies to The Hills Forest.	Done, also numbats as part of Recovery Plan, and tammar thru district and western shield.
Appoint a fulltime Level 3 staff member whose duties are fully allocated to P24.	Not achieved
Plan and implement the Salinity Action Plan.	Commenced reserve management program (Isaac Lee started). Aim to extend where appropriate to Dwell and Perth districts this year. Other SAP activities – recovery catchments, maritime pines etc, Land for Wildlife and others
Complete the interim guidelines for nature reserves in the Shire of Chittering.	Draft complete and with District Manager
Complete the Avon Valley NP biological survey.	Fieldwork completed, to be written up
With the Friends of Talbot Road and Shire of Swan, develop and commence implementation of a management plan for the Talbot Road reserves, Swan View.	Successful NHT application, Advisory Group formed, consultant employed
Complete P24 staff duties list.	Completed, including future program
Commence the reorganising of the nature reserves data recording system.	Ongoing. Issue of information management for all districts. (type of system, availability, quality etc)
Perth District Focus	
Consolidate management of the Stirlingia wildflower picking.	Achieved an efficient managed system.
Develop a control program for Bridal creeper at Yanchep and Woodman Point.	Program exists. What success/progress??
Complete dieback disease assessment and access review of Thomson's Lake, Ellen Brook, Twin Swamps and two other Perth District reserves. Start State Forest 65.	Done for Thomson's Lake, Ellen Brook, and Twin Swamps?? Others??
Fill a full time position of Estate Officer in Perth District.	Done, Teresa Gepp.

Complete fencing of five additional nature reserves on the plain. Signpost at least eight reserves.	??
Complete drafts of interim guidelines for four reserves in Perth District.	??
Marine and Coastal District Focus	
Finalise the Swan Estuary and Shoalwater Islands Marine Park final management plans.	
Commence the preparation of the Carnac Island Nature Reserve draft management plan.	
Continue the ongoing implementation of the Marmion Marine Park and Shoalwater Islands (terrestrial reserves) management plans. Continue with the development of Penguin Island facilities as specified in the Shoalwater Islands management plan by utilising revenue generated by The Penguin Experience.	
Contribute to and encourage the development of regional or departmental policy for (in water) marine mammal interaction.	
Commence the merchandising of books, posters, clothing and other appropriate items at Shoalwater and other offices.	
Finalise licences for all commercial operations on managed lands and waters.	
Pursue the implementation of the Marine and Coastal District ideal staffing, accommodation and plant plan.	
Continue to develop cooperative wildlife management arrangements with the wildlife protection section of the Department.	
Program 41 - Community Protection - Public Firewood	
Develop rolling five year plans which clearly indicate the resource available and access roads hygiene categories.	
Commence business plan for public firewood supply. Continue to monitor and improve the public firewood removal procedures.	

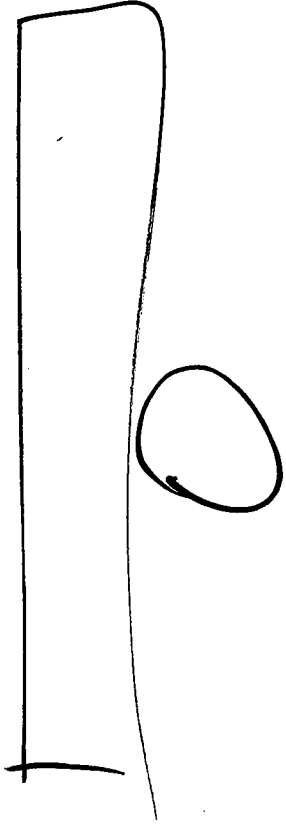
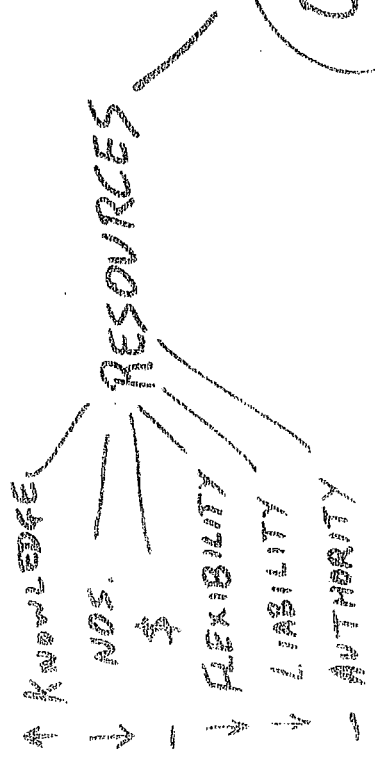


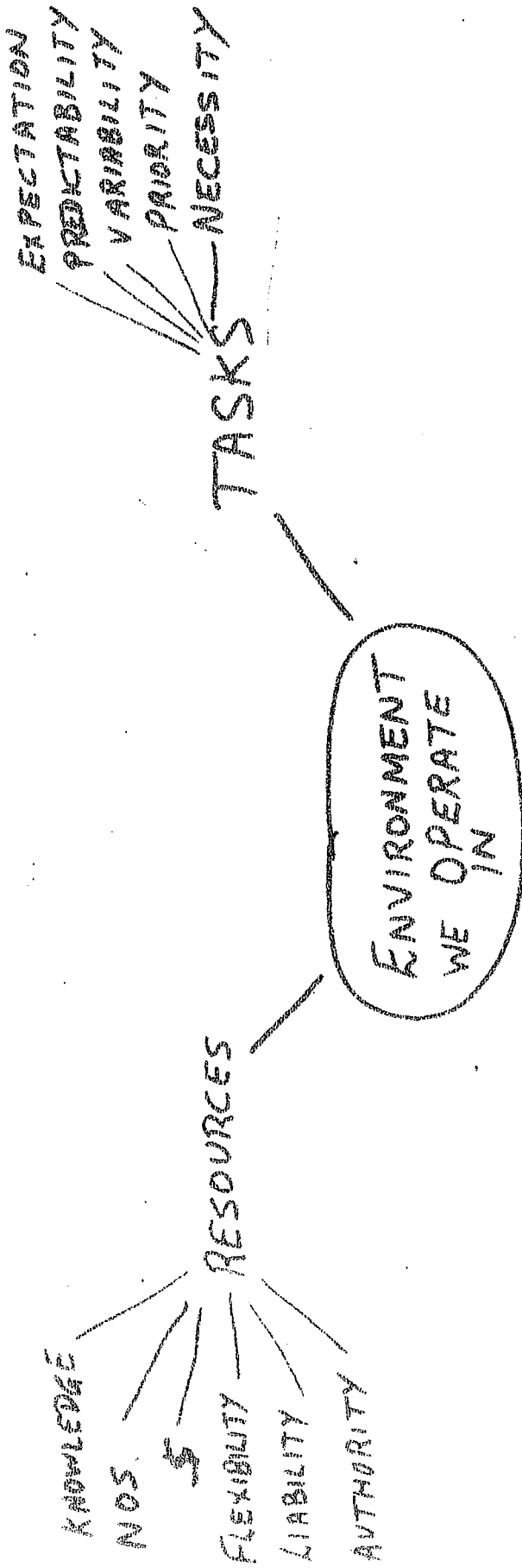
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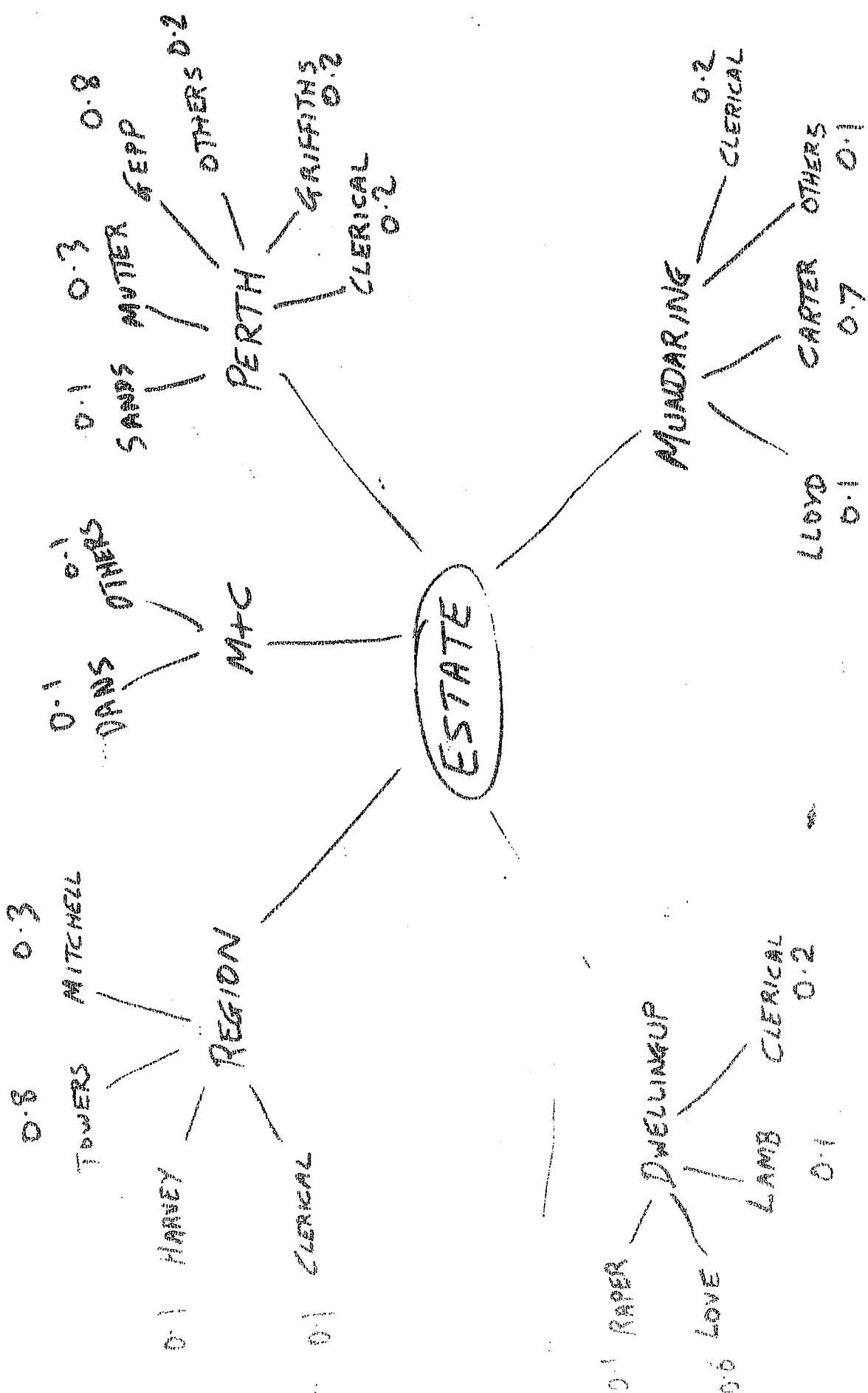
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OVER NEXT YR







3.8 Softwood Business Unit / Pine Sharefarms

JTK

Direction Statement:

- Manage ?
1. Utilise plantation resources to optimise benefits to CALM.
 2. Improve plantation productivity with better silvicultural practice.
 3. Re-establish plantation estate on a sustainable economic basis.
 4. Increase plantation estate through the pine sharefarm initiative.

Ongoing tasks:

| | |
|----------------------|--|
| Administration: | General support to field activities - clerical, services etc. |
| Planning: | Preparation of harvesting plans. |
| Policy: | Advise, research and writing on corporate CALM activities. |
| Inventory: | Measurement and recording of timber resources. |
| Roading: | Construction and maintenance of roads. |
| Royalty Collection: | Receival of payments for timber removals. |
| Harvest and Deliver: | Felling, extraction, loading and cartage of logs. |
| Contract Admin: | Coordination between contractors and customers. |
| Supervise Harvest: | Monitoring and liaising with contractors on implementation. |
| Treemarking: | Treemarking to meet silvicultural objectives. |
| Afforestation: | Monitor and liaise with contractors and regional services. |
| Management: | Coordination of resources and activities. |
| Human Resources: | Safety, health, training, career development and staff management. |

Strategic Objectives:

1. Improve the timber productivity of the plantation estate.
2. Develop the proficiency of contractors to reduce the level of supervision.
3. Seek to increase the plantation estate in the Swan Region through the promotion of sharefarms and other timber growing schemes.
4. Develop strategies to ensure integration with other CALM services.
5. Seek to communicate plantation objectives and practices to target audiences to gain a wider understanding of the values and issues of plantation management.
6. Seek to gain revenue/resources from industries and government utilities to cover the full cost of management.
7. Maintain support by Water Corporation for plantation management objectives and practices.
8. Define the boundaries of the Afforestation programme.
9. Produce a Timber Resource Management Plan which integrates forest management requirements, market demand, contractor requirements and product supply.

4.8 Softwood Business Unit / Pine Sharefarms

Objective 1:

Improve the timber productivity of the plantation estate

Planned Achievements:

- 1.1 Rationalise the CALM plantation area by assessing the productive potential of existing low productivity sites, small plots and previously abandoned compartments with a view to defining an idealised estate.
- 1.2 Identify all substandard compartments and determine most appropriate remedial treatment.
- 1.3 Establish priorities for silvicultural treatment (thinning, clearfelling, fertilising) to guide the development of the logging plan and to allocate budgets.
- 1.4 Ensure adequate funding for the regeneration of all clearfelled areas. This should be identified in the harvesting plan for subsequent budget estimates. *except Gnanzara; any other areas in Swan?*
- 1.5 Maintain monitoring of growth and yield as a means of measuring improvement.

Objective 2:

Develop the proficiency of contractors to reduce the level of supervision

Planned Achievements:

- 2.1 Arrange assessment and necessary training of contractors to specified standards.
- 2.2 Provide performance goals/rewards to challenge contractors to achieve targets.
- 2.3 Monitor performance, and provide feedback and coaching to contractors.

Objective 3:

Seek to increase the plantation estate in the Swan Region through the promotion of sharefarms and other timber growing schemes

Planned Achievements:

- 3.1 Liaise with Afforestation personnel to maintain a current appreciation of the range of options and available information, and disseminate across the Region.
- 3.2 Set targets for new signings, eg number of hectares of contracts. Continue to develop site classification process for land evaluation.
- 3.3 Refine strategies for communication with potential plantation owners.

Objective 4:

Develop strategies to ensure integration with CALM regional services

Planned Achievements:

- 4.1 Include CALM regional services in the planning phase.
- 4.2 Develop action plans for harvesting and afforestation operations.
- 4.3 Develop programmes for plantation silvicultural operations.
- 4.4 Review operations 3 monthly to ensure understanding and integration of operations.

Objective 5:

Seek to communicate plantation objectives and practices to target audiences to gain a wider understanding of the values and issues of plantation management

Planned Achievements:

- 5.1 Objective - 3 potential investors
- 5.2 Objective - 4 Regional Services
- 5.3 Objective - 7 Water Corporation

Objective 6:

Seek to gain revenue/resources from industries and government utilities to cover the full cost of management

Planned Achievements:

- 6.1 Identify direct costs through the chart of accounts.
- 6.2 Seek to include for new developments and change existing working arrangements to gain full cost recovery and/or industry self-management arrangements, where appropriate.

Water Corporation

CALM Regional Services

Softwood contractors and customers

This is being done at a Dept level (Frankie Kennell)

Objective 7:

Develop a memorandum of understanding with Water Corporation for plantation management objectives and practices

Planned Achievements:

- 7.1 Maintain local liaison with Water Corporation catchment managers, and gain endorsement/approval for management activities.

- 7.2 Seek sharefarming agreements and working arrangements for plantations (and native forests) on Water Corporation-owned land.
- 7.3 Seek opportunities to promote the integration of plantation and protection of water values through appropriate land use zoning, environmental assessments etc. Develop a communication plan.

is this
still
appropriate

Objective 8:

Define the boundaries of the afforestation program

Planned Achievements:

- 8.1 Ensure consistency between supply cells. Check the definition of activities appropriate to Afforestation and ensure consistency between cost centres and plantations within supply cell.

Objective 9:

Produce a timber resource management plan which integrates forest management requirements, market demand, contractor requirements and product availability

Planned Achievements:

- 9.1 Continue to improve the integration of all values into harvesting plans once computer methodology is standardised.

4.2 Estate Management

1. Provision of service to the Regional Parks Unit 7
2. Determine appropriate split of responsibilities/costings in estate items for Regional Parks. 3
3. Improve Ministerial and Parliamentary Question handling processes. 7
4. Management planning direction and priorities 8
5. Regional estate items library listings. 2
6. Get TENIS and GIS operating in all Districts. 3
7. Estate succession, staffing and contingency planning. 4
8. Pursue cost recovery in estate items. 4
9. Improved estate mail handling system. 6
10. Provide reliable costing of the estate function. 0
11. Obtain T & R contribution to estate management. 0
12. Influence planning legislation and referral processes. 7
13. Ensure Region Park estate referral processes are in place and efficient. 7

STRATEGIC PRIORITIES AND DIRECTIONS

REGIONAL PARKS

Regional Park Unit Establishment.

- Appoint new personnel through appropriate districts on a fee for service basis. L 3 Officer – Mundaring and Overseer position Perth District.
- Investigate other staff requirements as they arise, including shared positions with LGA's and use of short-term contracts.
- Relocate office to a more suitable location.
- Establish at least one works depot south of the River.
- Investigate most appropriate legislative powers for field staff.

Land Vesting

- Continue to develop a Section 16 Agreement between CALM and MfP.
- Investigate best options for inclusion of regional parks into the CALM Act.
- Vest all Council land as the management plans are released.

Land Management

- Continue to develop the MOU's with Perth and Marine and coastal Districts.
- Continue to involve District staff on a fee for service basis.
- Develop an annual works program for maintenance operations throughout the parks.
- Develop a 'final' list of required contractors. Advertise and select appropriate contractors to complete all the required contract tasks.
- Complete short term projects as required.
- Use AWU staff where appropriate and when they are available.
- Continue to prepare a GIS package including Rec-data information.

Commence the use of MOJ personnel and Aboriginal Landcare Projects.

Communication

- Continue to meet with District Managers fortnightly or as required.
- Arrange regular information sessions with senior CALM staff and Swan Region.
- Continue the function of the MfP/CALM Steering Committee.
- Liaise with other Government Agencies (including MfP) as required.
- Hold the inaugural community advisory committee meetings for Jandakot Botanic, Rockingham Lakes and Woodman Point Regional Parks.

- Continue meeting with the current community advisory committees.
- Establish an advisory committee for Darling Range Regional Park.
- Meet with LGA staff as required.
- Continue to liaise with other community representatives such as Friends of.. groups etc.
- Continue to liaise with and give status reports to conservation groups such as Urban Bushland Council and Conservation Council WA.

*Package for
KAC membership*

Management Plans

- Continue to direct and work with the planning teams and consultants preparing the Management plans for 6 of the Parks.
- Advertise and select a consultant(s) to prepare the Darling Range Management Plan.

On-ground Operations

- Complete necessary works or operations as per the management plans in the Parks. Works include: fencing, sign posts, track establishment, etc.

Fire Control

RM salary → May

- Continue to liaise with and give status reports to fire agencies.
- Complete fire response plans for all Parks on Coastal Plain.
- Discuss the need and format of a Fire Response Plan for Darling Range.
- Continue to train staff in fire control procedures.
- Continue to be involved with the CALM/FRSWA Partnering Agreement
- Continue to liaise with all appropriate parties in relation to fire control.

Funding

- Liaise with MfP regarding access to capital works funding re the current list of capital works projects.
- Liaise with MfP regarding access to management plan funding.

Administration

- Continue to upgrade the filing system based on CALM Thesaurus headings.
- Create Lease information spread sheet for all current leases.
- Convert leases to CALM leases.
- Develop 'better' technique to administer Cape Peron and Woodman Point power and water use and payments.

**REVIEW OF STRATEGIC PLAN – 1997-98
NATURE CONSERVATION PROGRAM**

| STRATEGIC OBJECTIVES | PROGRESS TO DATE 1997/98 |
|--|---|
| <p>Threatened species and communities</p> <p>Priority in Corporate Plan</p> | <p>Have met basic requirements of monitoring and implementing existing recovery plans (with some increases).
Translocations of numbat, woylie, tammar, western swamp tortoise, bandicoot. Baiting protection for quokka.
Les Robson and Fred Hort DRF and priority finds – changes to status of species.
Funding and actions in TECs.
Have not achieved commencement of major new initiatives – new recovery/management plans and teams and actions.
Issues/New initiatives for 1998/99:
Need to set up new recovery teams and implement actions.
Western Everlasting – additional resources? and impetus for rewrite of region flora plan and other actions.
NHT \$ for TEC and critical species actions from SID and others (likely to require salary input from Ops. Staff)</p> |
| <p>Secure a Comprehensive, Adequate and Representative Nature Conservation Estate</p> <p>Priority in Corporate Plan</p> | <p>Some increase in estate (eg. serpentine river.)
Perth's Bushplan recently launched (rest of System 6 update to continue over next couple of years).
Outcomes of this and others (RFA, biological survey as part of Salinity Action Plan etc.) yet to really impact.
Issues/New initiatives for 1998/99:
Likely to result in requests to input on negotiations.
Also possible increase in estate – resource issue.
Possible increased input to off reserve conservation activity.</p> |
| <p>Reserve Management</p> <p>Priority in Corporate Plan</p> | <p>Estate management plans: draft Serp. NP, Canning River RP, (planning commenced for other Reg Pks) draft Gngangara Pk Concept Plan, some interim guidelines in draft)
Sign fencing and rehabilitation programs by districts and via SAP.
But not met targets in '97 strat plan – \$/resources
Issues/New initiatives for 1998/99:
All the above ongoing
Doing the work, Providing information – better/faster/smarter
Resources?</p> |
| <p>Off-reserve Nature Conservation</p> <p>Priority in Corporate Plan</p> | <p>Much of the formal activity here done by other sections of CALM (land for wildlife etc) but support by region (office, info and advice, informal advise).
Talbot Road management (funded from NHT).
Issues/New initiatives for 1998/99:
Likely to increase? Follow-on from Bushplan.
New CALM initiatives – covenanting scheme.
NHT funding aimed at community groups</p> |

| | |
|--|---|
| <p>Environmental Protection</p> | <p>Feral/pest animal control – Western Shield, quokka protection. Raven control for Western Swamp Tortoise. Other fauna control (pigs, deer, goat)
 P.c. management – some priority interpretation. Phosphite application commenced in some cases.
 Assessments of developments etc. occupying large amounts of resources (<i>See Estate Management</i>). Will increase.
 Issues/New initiatives for 1998/99:
 Increased resources for weed control and P.c. management thru recovery plans and other programs.
 How to reduce assessment/land admin load?</p> |
| <p>Sustainable Use of Wildlife</p> | <p>wildflower industry, logging, utilities and other operations. Continuous improvement – eg threatened flora searches.
 Aiming for full cost recovery
 “recreational use” of wildlife, eg marine fauna, ensure low impact
 Issues/New initiatives for 1998/99:
 Opportunity as funding source</p> |
| <p>Mining</p> | <p>Ongoing. Determining Working Arrangements, ensuring conditions are met, environmental assessment, cost recovery
 Issues/New initiatives for 1998/99:
 Closure of Alcoa Jarrahdale</p> |
| <p>Law Enforcement – Compliance</p> | <p>Ongoing and improving
 Issues/New initiatives for 1998/99:</p> |
| <p>Wetlands</p> | <p>Wetlands Conservation Policy released 1997. No new actions arising (yet).
 Issues/New initiatives for 1998/99:
 Possible new RAMSAR listings in region</p> |
| <p>Marine Nature Conservation</p> | <p>Marine Conservation Strategy launched.
 Ongoing and increasing management presence/activity
 Issues/New initiatives for 1998/99:
 Implement sanctuary zones in marine reserves</p> |
| <p>Biological Survey and Research</p> | <p>Mostly done by SID and others (also thru externally funded programs – recovery plans and the like).
 Western shield monitoring. Additionally fauna surveys Peel Reserves with Murdoch uni, Avon Valley (to be written up)
 Issues/New initiatives for 1998/99:
 Value/need for monitoring audit of our activities.
 Access to SID data. From studies (eg SAP surveys) also issue of ease of access to information (see below).
 Fauna survey in Gngangara Park
 Need for floristic and other specialist expertise/training</p> |

| | |
|--|--|
| <p>Liaison</p> | <p>Ongoing, increasing input to community groups, successful NHT \$ with Friends of Talbot Road. Options thru Regional Parks etc.
 Ongoing requests for info by public
 Issues/New initiatives for 1998/99:
 Increasing number of regional planning studies, joint agency groups and community groups all expecting CALM input.
 Community impression of saying "no".</p> |
| <p>Staff, Financial Management and Technology</p> | <p>Some increased access to info systems – but difficulties with system hardware and support.
 Nature Conservation Program commenced training and skills recognition program (mid-term)
 Funding/resources vs. commitments and expectations.
 Issues/New initiatives for 1998/99:
 Director to investigate Nat Cons expenditure and achievements – opportunity to show need for growth/reallocation
 Monitoring expenditure achieving things vs balancing budget
 New actions require new funding.
 Desire/need to deliver 7 day management of priority estate.
 Need to increase access info systems to increase efficiencies (program by program, or corporate group)
 Need to upgrade skills and knowledge in all aspects of the Nature Conservation Program (succession issues)</p> |
| <p>New Opportunities</p> | <p>Salinity Action Plan commenced, has resulted in additional resources in crown reserves.
 Regional Parks-District arrangements commenced (looking for gains outside of Reg. Pks.)
 Issues/New initiatives for 1998/99:</p> |

SWAN REGION STRATEGIC PLAN 1997/98 REPORT 4 DECEMBER 1998 CORPORATE SERVICES

Review of 1997 Objectives

The 1997 Strategic plan was developed during a period of "acting" in the Regional Admin. Officers role

Not in the job long or consistently enough to aggressively drive the plan in the region

Where possible the plan has been driven at district level

Some of the achievements are therefore at district level while some are regional

Finance:

Standard financial reporting practices across the region has been partially realised but still needs some more work

Administration:

Multi skilling of the Administration staff is developing

The "experts" directory is coming along

Admin. and clerical staff recognition is going slowly

Information Management:

Technological upgrading is happening on an "as needed" basis but is ad hoc at this stage and requires coordination

Computer training is needs driven, mainly by SOHQ

Human Resources:

Flexibility of the workforce is proceeding along with the multi skilling

Channels of communication (via the Admin. Officers meetings) have been established and are starting to function

A safe working environment is a constant focus

Health and fitness needs more individual work

SWAN REGION STRATEGIC PLAN 1997/98

CORPORATE SERVICES OBJECTIVES AND ACTIVITIES

OBJECTIVES

FINANCE

1. Improve skills of existing managers, programme leaders and staff to enable them to effectively utilise the entire financial system.
2. Obtain sufficient funds in the budget to meet the realistic financial requirements of the region.
3. Facilitate training required to implement the effective use of the financial systems.
4. Ensure that effective use of the region's non financial resources is achieved in a cost effective manner.
5. Establish standard financial reporting practices across the region with a strong customer focus.

ADMINISTRATION

1. Identify and implement training in accordance with multi skilling of Administrative staff objective.
2. Establish standard, consistent, cost effective administrative practices throughout the region.
3. Establish guidelines and performance standards for customer/public contacts.
4. Establish and maintain a directory for reference to "experts" within and outside the Department.
5. Ensure that the Administrative and Clerical staff are recognised for their contribution to district and regional performance.

INFORMATION MANAGEMENT

1. Upgrade technological facilities as required.
2. Facilitate adequate training in all areas of information management, especially those affected by technology.
3. Devise and implement a standardised mail and filing system throughout the region.
4. Develop a computer network support service within the region.

HUMAN RESOURCES

1. Use management techniques to achieve greater efficiency, productivity and integration of staff resources.
2. Provide information and policy on workplace agreements to all staff.
3. Improve flexibility of the workforce wherever possible.
4. Develop and maintain clear and effective channels of communication throughout all levels of the region.
5. Develop a human resource plan, including succession planning and staff development planning for the region.
6. Provide a safe working environment.
7. Implement and maintain health and fitness programmes to achieve appropriate fitness levels for all staff.

SWAN REGION STRATEGIC PLAN 1997/98

CORPORATE SERVICES OBJECTIVES AND ACTIVITIES

ACTIVITIES

FINANCE

- . Ascertain current skill levels of staff within the region with regard to the department's financial systems.
- . Develop training courses (internal and/or external) that address perceived shortfalls in skill levels.
- . Implement personal training programmes for all interested staff.

- . Determine with districts their realistic financial requirements for the financial year.
- . Endeavour to obtain from the Corporate Executive a commitment to provide the level of funding necessary to effectively carry out the region's objectives.
- . Pursue vigorously additional funding by way of recoup work, grants, etc in each cost centre and ensure that such works are allocated sufficient priority in the works programme.

- . Investigate the use of the region's non-financial resources (e.g. vehicles, plant) and ensure that use is being maximized on a cost-effective basis.
- . Determine the extent to which non-financial resources and activities can be outsourced and evaluate the possible cost savings.

- . With district stakeholders evaluate the various financial reporting methodologies currently in use.
- . Determine the most effective and user friendly financial reports.
- . Institute standard financial reporting throughout the region.

ADMINISTRATION

- . Investigate regional and district administration staffing structures and duties.
- . Establish personal training programmes to promote multi skilling among administration staff.
- . Encourage short-term positional exchanges to further facilitate multi skilling.

- . Review administrative practices within the region and districts.
- . Identify and eliminate anomalies so that all practices are standardised.
- . Ensure all practices are cost efficient, amend or eliminate those that are not.
- . Regularly monitor administrative practices at districts and in the regional office.

- . Establish regional standards for customer/public interaction.
- . Facilitate training for administrative "front line" staff in customer service as necessary.
- . Monitor customer/public interaction standards in the regional and district offices on an irregular basis.

- . Determine, from region and district office staff, the types and range of queries encountered.
- . Investigate the best sources of information or authority for resolution of the queries.
- . Establish a "list of experts" for both regular and unusual enquiries (both within and outside the department).
- . Distribute the list to all offices in the region and update the information therein on a biannual basis.

- . Establish a regular forum at which Admin. Officers and senior clerical staff can discuss and resolve contentious items that affect their positions.
- . The regional Admin. Officer to act as a conduit for queries/complaints from cost centres to the state operational headquarters.
- . Encourage regular administration staff meetings in each cost centre.
- . Encourage regular recognition in cost centres of the contributions of administrative staff.

INFORMATION MANAGEMENT

- . Determine the type and level of technological equipment likely to be required at cost centre level in the next three years.
- . Determine the type and level of technology currently available in the region.
- . Develop a three-year plan to acquire and install the necessary technology to adequately resource the region.
- . Determine the skill level of administrative staff with regard to current and projected technology and Information Management.
- . Develop personal training programmes for administrative staff in Information Management and technology.
- . Develop a standard mail handling and filing system in the region.
- . Facilitate changes to mail handling and filing likely to occur due to technological advances.
- . Determine the level of computer support available to and required by each cost centre.
- . Establish a list of contacts within and outside the department that ensure that computer down time is kept to an absolute minimum.

HUMAN RESOURCES

- . Critically assess each cost centre within the region with regard to staffing levels, skill levels, training requirements, flexibility and administrative effectiveness.
- . Address any deficiencies in staffing, skills, training, flexibility and effectiveness using the various management techniques available.

- . Facilitate the widespread dissemination of knowledge on workplace agreements in each cost centre.
- . Establish a central reference point for interpretation and administration of workplace agreements.

- . Determine current staffing "plan" for administrative staff in the region.
- . Develop contingency plan(s) for staffing requirements to cover annual and long service leave, resignations, retirements and other long-term absences.
- . Develop (in conjunction with district managers) a staff development plan for individual administrative staff with clear one, three and five year objectives.
- . Facilitate meeting development plan objectives as far as practicable.

- . Ensure that administrative staff are active on their cost centre's safety committee.
- . Regularly monitor safety of work practices within the region offices.

- . Encourage administrative staff to participate in health and fitness assessments regularly undertaken by the department.
- . Promote the various health and safety initiatives developed by Risk Management section.
- . Offer appropriate incentives to administrative staff to pursue health and fitness programmes.

ESTATE

| | K | P | M | D | M+C | RPU | TOTAL |
|-------|---|---|---|---|-----|-----|-------|
| 8 | | | | | | | |
| 7 | | | | | | | |
| 6 | | | | | | | |
| 5 | | | | | | | |
| 2-4 | | | | | | | |
| TOTAL | | | | | | | |

PRIOR TO REGIONAL PARKS BEING SET UP
 HERDSMAN BEELIAR YELLAGONA CANNING R.
 JANDAKOT ROCKINGHAM L. WOODMAN PT.
 DARLING R.
 PEEL SERPENTINE

PERTH'S BUSHPLAN
 PERON
 GNANGARA PARK