



# Swan River Trust Strategic Plan 2010 - 15

## A healthy river for all forever



ECOSYSTEM HEALTH, SENSE OF PLACE, COMMUNITY BENEFIT, ECONOMIC BENEFIT

## Vision

The Swan River Trust works with others to protect the Swan Canning Riverpark, to enhance ecological and community benefits and amenity. The Trust's vision is a healthy river for all forever, which is resilient to climate change, population and development pressures and enjoyed, shared and nurtured. The river faces increasing pressure from human activities, as well as the effects of climate change and a legacy of cumulative impacts.

## Challenges

- Population growth causing increasing demand for riverside residential and commercial development, increased waste and use of the river for competing recreational activities
- Improving community understanding of problems facing the river and their responsibility in delivering solutions
- The Swan River drains the massive rural Avon Catchment contributing significantly to sedimentation, acidification and nutrient input
- The Swan and Canning rivers also drain urban land with increasing residential and industrial use contributing to nutrient input, low oxygen levels and non-nutrient contamination
- Understanding and protecting social and cultural significance of the Riverpark
- The effects of climate change, including reduced rainfall, storm surges and stream flow and increased marine intrusion, increases the rivers' vulnerability
- Shoreline erosion, vegetation loss and collapsing river walls continue to adversely effect ecological and community values
- The size of the challenge to conserve the river means that efforts will always be limited by resource constraints

## Management approach

To meet these challenges the Swan River Trust's management approach is to:

- provide a whole of system, intergenerational perspective to policy, planning and management
- take an adaptive, risk-based approach to prioritise work programs and accept not all demands can be met
- adapt our strategies to meet emerging challenges and changing priorities
- base our management on sound science
- influence others to take up their responsibilities
- collaborate with others to increase return on investment
- monitor, evaluate and communicate our successes and failures
- use community expertise in problem solving
- demonstrate innovative strategies.

✱ Swan River behaves like an estuary!

## Strategic focus 2010 -15

- Support cross government effort for improved drainage management
- Inform river management through a coordinated research program
- Balance the growing use demands on the Riverpark
- Implement long-term asset management for river shorelines
- Recognise the importance of the Riverpark as a Perth community icon

## Planned achievements 2010 - 15

- A Swan Canning Catchment drainage management plan addressing water quality issues
- State of the river indices supported by a coordinated research program
- A new decision making process guiding equitable, safe and sustainable use of the Riverpark
- An asset management system for river shorelines in use
- The Swan Canning Riverpark iconic trails network established

## Management framework

The Trust contributes to the Government's Social and Environmental Responsibility Goal - ensuring that economic activity is managed in a socially and environmentally responsible manner and for the long-term benefit of the state.

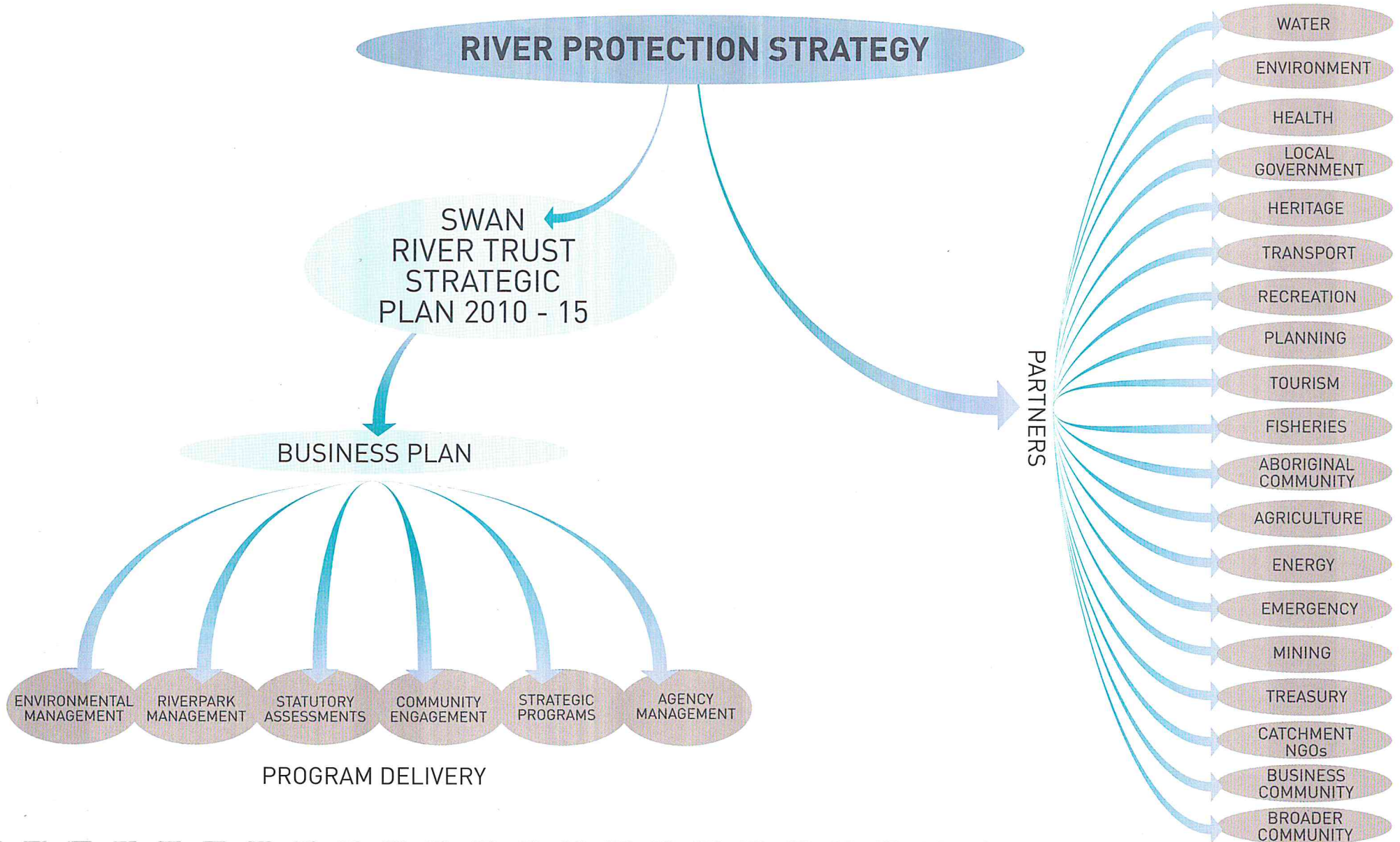
The Trust is an authority established by the *Swan and Canning Rivers Management Act 2006* to facilitate better coordination, collaboration and commitment between the many organisations with Riverpark responsibilities.

The Trust reviews and reports its achievements annually, adapting its strategies to meet emerging challenges and changing priorities.

# MANAGEMENT FRAMEWORK

## SWAN AND CANNING RIVERS MANAGEMENT ACT 2006

### VALUES/TARGETS



## PROGRAM DELIVERY OVERVIEW

PROGRAM	OBJECTIVE	SUCCESS MEASURES
Environmental Management	Improve river system health and resilience to environmental and community pressures	State of the river reported against targets and performance against River Health Index
Riverpark Management	Manage shoreline restoration, operational, recreational and commercial activities to enhance community benefit and amenity	Length of Riverpark shoreline with improved condition status  Community satisfaction with Riverpark management, facilities and activities
Community Engagement	Enhance community social responsibility so that all Perth people help look after the Riverpark	Public satisfaction with opportunities to be informed and involved in river management  Behaviour change due to program management
Statutory Planning	Ensure landuse planning protects and enhances Riverpark values and meets community demands	Community satisfaction with Trust decisions on development  Percentage of Trust decisions attracting negative responses from community
Strategic Programs	Implement a planning and policy framework to guide the Trust and others to achieve collaborative, coordinated Riverpark management	Achievement of River Protection Strategy outcomes
Agency Management	Ensure accountability, good governance and financial sustainability by improving management systems	Funding level and diversity



# ENVIRONMENTAL MANAGEMENT

OBJECTIVE: Improve understanding of the rivers' function and health to inform management

## STRATEGIES

## YEAR ONE DELIVERABLES

## FIVE YEAR OUTLOOK

Coordinate a water quality and ecosystem health monitoring and evaluation program to track changes in system pressures and response and regularly report river conditions to the community

Continue water quality monitoring to improve understanding  
Undertake review to improve current water quality program  
Review water quality monitoring across stakeholders to identify opportunities to increase efficiency  
Examine sediment toxicology at contaminant hot spots

Ongoing

Understand threats to ecosystem integrity and their processes

Complete research and innovation projects funded through grants in 2008/09  
Develop biotic index of estuary health using fish species

Work in partnership with research organisations to further understand the river processes  
Validate and apply fish health index

OBJECTIVE: Improve water quality delivered to the river

Reduce nutrients, organic material and sediment entering drains and the river

Coordinate Healthy Rivers Action Plan and monitor, evaluate and report to the community on progress  
Reduce nutrient and contaminant input from priority catchments through implementing Water Quality Improvement Plans  
Improve fertiliser management in urban areas with the Department of Environment and Conservation  
Reduce nutrient input from priority catchments and catchment-wide through implementing Swan Canning Water Quality Improvement Plan  
Establish priorities for implementing the infill sewerage program with the Water Corporation

Ongoing until June 2014

Develop and fully implement eight Water Quality Improvement Plans by 2013/14  
Ongoing support to improve fertiliser management with the Department of Environment and Conservation  
Ongoing until June 2014

Maintain partner and financial support for implementing Swan Canning Water Quality Improvement Plan

Reduce non-nutrient contaminants entering the river

Support light industry audit and education program

Ongoing

Support development and implementation of arterial drainage schemes and associated management plans

Provide advice to the Department of Water on structural nutrient interventions to inform the development of an arterial drainage scheme  
Support the Department of Water with developing arterial drainage scheme

Complete arterial drainage scheme for the Swan Canning drainage networks with the Department of Water

Maintain or improve environmental flows to the river

Complete first phase of environmental flow studies for the Helena River

Support the Department of Water to develop environmental flow regimes for major tributaries

Increase uptake of intervention works to maintain or improve water quality

Commission new structural drainage interventions in priority urban (Canning Plains) and rural (Ellen Brook) catchments

Commission four structural drainage interventions

Support Natural Resource Management community groups to improve river and catchment health

Provide funding for catchment-wide water quality improvement projects by maintaining sub-regional Natural Resource Management support (Swan Landcare Program)

Ongoing

OBJECTIVE: Protect, manage and enhance the integrity of the river's ecological communities

STRATEGIES	YEAR ONE DELIVERABLES	FIVE YEAR OUTLOOK
Work with partners to protect priority species and manage pests	Complete investigation of bream biology, ecology population and trophic dynamics Understand the risks posed to the river by feral cichlids	Understand biological, ecological, population and trophic dynamics of key species to protect priority species and manage pests
Identify climate change adaptation strategies	Complete methodology and case study for assessing the vulnerability of foreshore areas to climate change	Explore opportunities to implement and identify adaptation strategies
Undertake in-river intervention works and programs to maintain or improve water quality	Complete investigation into other approaches for reducing algal blooms Provide second oxygenation plant on the Swan River and maintain existing oxygenation plants	Apply practical methods for reducing algal blooms Continue oxygenation intervention in the Swan and Canning rivers Improve oxygenation levels upstream of the Canning oxygenation plants Investigate alternative approaches for managing the effects of depleted oxygen levels



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# RIVERPARK MANAGEMENT

OBJECTIVE: Protect, manage and enhance foreshore values

## STRATEGIES

## YEAR ONE DELIVERABLES

## FIVE YEAR OUTLOOK

Protect and rehabilitate Riverpark foreshore high priority areas

Identify and fund high priority sites  
Implement foreshore restoration works in line with advice provided  
Complete demonstration sites in line with Best Management Practice

Evolve the Riverbank grants scheme into a minor discretionary funding program  
Direct proactive funding to high priority areas

Facilitate and implement onground works  
Increase investment capacity

Complete emergency works on a priority basis in accordance with procedures  
Establish Asset Management System to value shoreline assets focusing on built assets in the first year

Ongoing  
Achieve long-term funding for Riverpark shoreline assets by investigating possibility of placing assets on Trust balance sheet and depreciating appropriately to fund ongoing maintenance and replacement of shoreline assets

Ensure appropriate indigenous involvement where possible in all stages of Riverbank projects

Indigenous involvement in Riverbank projects

Ongoing

OBJECTIVE: Improve community enjoyment of the Riverpark

Increase management cooperation and coordination with other Riverpark management organisations and stakeholders, including the indigenous community

Establish regular discussion forum and information exchange with Riverpark management partners

Establish Riverpark Advisory Group with broad stakeholder representation  
Establish new decision making processes for managing aquatic uses with the Department of Transport

Ensure responsible visitor behaviour through education, compliance and enforcement of the *Swan Canning Rivers Management Act 2006* and associated legislation

Adopt Prosecution and Enforcement Policy and develop Compliance Plan

Ongoing

Ensure effective, efficient response to incidents

Finalise interagency incident response plans

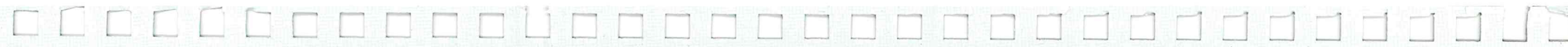
Achieve fully integrated incident response for major incidents: algal blooms, fish deaths, sewage spills, oil spills, boat sinking/fires

Maintain amenity and public safety through identification and removal of hazards and litter with foreshore land managers

Maintain regular waterways patrols, hazard removal and litter collection

Ongoing  
Facilitate improvements in litter management by foreshore land and infrastructure managers  
Develop Visitor Risk Management Plan





STRATEGIES	YEAR ONE DELIVERABLES	FIVE YEAR OUTLOOK
Promote responsible use of the river for boating without adversely affecting the environment or other users	Implement the Boating Management Strategy recommendations: - boat wake - dinghies on foreshores	Implement policies and strategies: - nuisance noise - fuel and oil discharge - moorings - launching - sullage - jetties - maintenance - anchor, boat damage to riverbed
Add value to Riverpark visitor enjoyment through improved access and interpretation	Develop a Riverpark Trails Master Plan focusing on interpreting the rivers' cultural, natural and indigenous heritage Agree policy and use for standardised signage and interpretation throughout the Riverpark	Implement the Trails Master Plan  Maintain a standardised signage system throughout the Riverpark
Identify and address gaps in provision of recreational facilities  Promote and manage appropriate commercial activities in the Riverpark	Delineate between private and public domains along the foreshore sufficient to create or preserve a high standard of public amenity Implement compliance program targeting non-licensed operators License all commercial operators operating in the Riverpark Identify all current and proposed commercial operations in the Riverpark	Establish park use monitoring and evaluation program and develop Tourism and Recreation Master Plan Develop and implement Licensing Policy with all commercial activities Investigate management operations for resolving issues related to conflicting activities and carrying capacity
Ensure River Reserve leases benefit the community and are managed sustainably	Establish all new leases in line with policy and managed to best practice standards	
Establish a suite of policies to guide Riverpark management	Adopt and implement policies: - dinghy storage - pesticide and herbicide use - shoreline vegetation	Adopt and implement River Reserve Lease Policy



# COMMUNITY ENGAGEMENT

OBJECTIVE: Increase public understanding of the river and involve the community in its protection

STRATEGIES	YEAR ONE DELIVERABLES	FIVE YEAR OUTLOOK
<p>Provide the Perth community with environmental information underpinned by social science principles</p>	<p>Improve public understanding of Trust role and functions by maintaining effective media relations, up to date e-communications and relevant publications</p> <p>Ensure media and stakeholders are well informed during river incidents</p> <p>Provide strategic communications advice across all Trust functions and communications project plans</p> <p>Maintain credible Trust public profile, identity and branding within government guidelines</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Provide the Perth community with opportunities to participate in decision making</p>	<p>Provide community education and involvement leading to behaviour change:</p> <ul style="list-style-type: none"> <li>- Great Gardens: educates and encourages Perth community to reduce nutrients from entering the river by gardening sustainably</li> <li>- River Guardians: facilitates greater community involvement in protecting the Riverpark through opportunities such as the Dolphin Watch project</li> <li>- Ribbons of Blue: increases community awareness and understanding of water quality issues in a whole of catchment context</li> <li>- Phosphorus Awareness project: educates community to reduce nutrients entering the river</li> </ul>	<p>Provide Autumn and Spring workshop series annually in addition to special public events</p> <p>Increase number of public volunteers each year and Dolphin Watch monitoring data provided to university research partners</p> <p>Increase quality of engagement with schools in the catchment</p> <p>Improve local government nutrient management practice</p>
<p>Facilitate opportunities for research information to be provided to the public</p>	<p>Publish and distribute river science information and ensure river care messages are included in training programs provided by others</p>	<p>Ongoing</p>



OBJECTIVE: Promote community connection to the Riverpark through increasing community custodianship and respect for cultural significance and sense of place

STRATEGIES	YEAR ONE DELIVERABLES	FIVE YEAR OUTLOOK
<p>Establish community recognition of the Riverpark</p>	<p>Enhance stakeholder liaison and community relations sharing river management knowledge, managing corporate events and Trust involvement with river events                      Finalise and implement Riverpark identity communications plan                      Enhance community respect for cultural values through involvement with the trails project                      Provide opportunities for community to be Riverpark custodians through River Guardians training project and activities such as the Dolphin Watch project                      Build relationships through River Guardians project partnerships with riverside businesses, recreational clubs and community groups</p>	<p>Provide river care education at river events</p> <p>Train River Guardians as Riverpark trail guides and volunteer rangers</p>
<p>Establish mechanism for attracting public interest and financial support</p>	<p>Launch the Swan and Canning Rivers Foundation to attract funds for river protection projects, involve community in Riverpark protection and build relationships with key community stakeholders</p>	<p>Raise \$1 million a year through the Foundation for river restoration projects - after the first year of set up and report annually on funds raised and projects achieved</p>
<p>Increase community understanding and engagement with the importance of conserving European and Noongar cultural history to support the Trust focus on recognising Noongar values</p>	<p>Ensure Perth community is better informed, educated and involved in cultural heritage knowledge and activities by providing additional web-based information and River Guardians learning opportunities</p>	<p>Build Trust capacity to provide increased public information and opportunities to be involved</p>



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# STATUTORY PLANNING

OBJECTIVE: Protect Riverpark values in the statutory decision making process

## STRATEGIES

## YEAR ONE DELIVERABLES

## FIVE YEAR OUTLOOK

Ensure assessment of statutory applications reflect Riverpark values

Ensure development application recommendations and decisions are consistent with Trust policies and State Planning Policy 2.10

Ongoing

OBJECTIVE: Ensure long-term planning and use of the Riverpark is equitable and sustainable

Provide advice to local government and Western Australian Planning Commission on applications made under the Metropolitan Region Scheme consistent with Trust policies and State Planning Policy 2.10

Provide advice consistent with Trust policies and State Planning Policy 2.10

Ongoing

Maintain a suite of policies consistent with Trust position and values

Review and update existing policies as needed

Ongoing

Recognise Noongar values in statutory decision making

Implement indigenous consultation guidelines

Incorporate Noongar values in statutory decision making process

Implement the precinct planning process

Prepare first precinct to test process and concept

Prepare additional precinct plans to guide future use of river foreshore and waterway for high priority locations

OBJECTIVE: Influence planning decisions at state and local government level, to reduce the impact of future land development on the river

Engage with statutory authorities to ensure planning instruments recognise river protection values

Provide advice to the Department of Water, Western Australian Planning Commission, and local government on outline development plans, scheme amendments and reviews to achieve no net increase in nutrient input from new developments

Ongoing

Provide advice on use of water sensitive urban design to planning agencies

Ongoing

Provide advice on Metropolitan Region Scheme and town planning scheme amendments, subdivisions and outline development plans

Give timely advice to local authorities consistent with Trust policies, State Planning Policy 2.10 and Better Urban Water Management

Ongoing

## STRATEGIC PROGRAMS

OBJECTIVE: Increase management coordination, collaboration between Trust and organisations with Riverpark responsibilities

### STRATEGIES

### YEAR ONE DELIVERABLES

### FIVE YEAR OUTLOOK

Develop, implement and review River Protection Strategy

Draft River Protection Strategy launched for public comment  
Final River Protection Strategy approved

Implement River Protection Strategy  
Review River Protection Strategy

OBJECTIVE: Increase public awareness of the state of the river resulting from reporting mechanisms

Develop state of the river evaluation and reporting frameworks

Establish River Protection Strategy Framework

Establish state of the river framework and complete State of the river reporting  
Review River Protection Strategy  
Complete River Protection Strategy Report

OBJECTIVE: Improve system level management of all River Reserve aquatic activities

Review current and plan for future aquatic use

Complete Land and Waterways Use Plan as prerequisite to Aquatic Use Review

Complete Aquatic Use Review in partnership with the Department of Transport

OBJECTIVE: Improve understanding of ecosystem and community requirements, impacts and interactions through research

Build research and advisory program

Establish a new Technical Advisory Panel  
Establish Technical Advisory Panel working groups

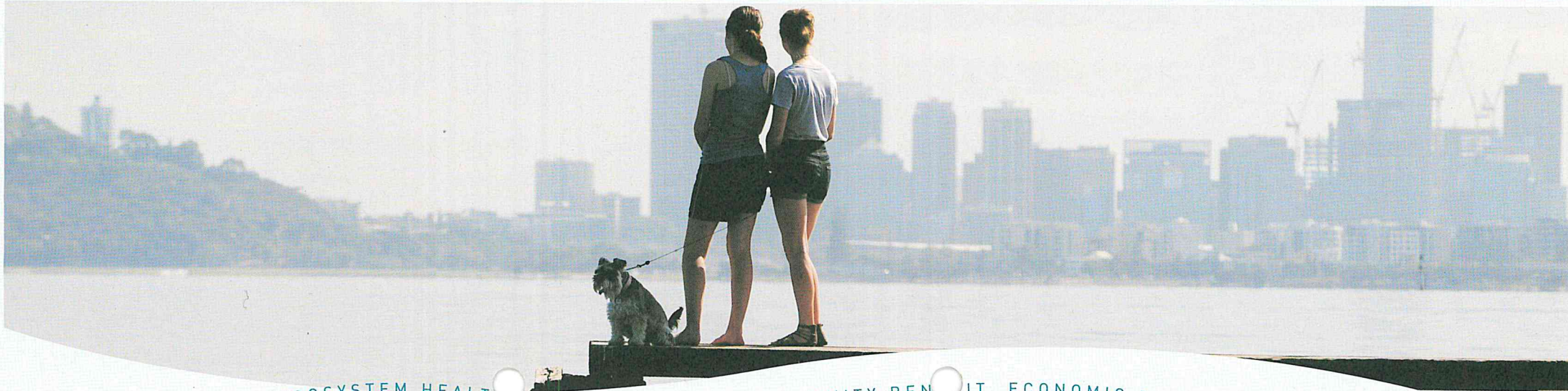
Develop and implement agency research strategy

OBJECTIVE: Ensure the Trust acts within its powers and management needs are met through legislation

The Act and regulations are kept up to date and staff have timely access to legal advice

Meet agency legal advice requests  
Complete regulations operational review

Ongoing  
Set ecological and community benefit and amenity targets in regulations



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# AGENCY MANAGEMENT

OBJECTIVE: Sustained financial capacity

## STRATEGIES

## YEAR ONE DELIVERABLES

## FIVE YEAR OUTLOOK

Secure Consolidated Funds

Maintain current funding level

Funding level is increased

Investigate other funding sources

Review alternative funding models

Diversity of funding sources

OBJECTIVE: Sustained corporate support

Attract and retain human resources

Trust specific human resource policies and plans are in place:

- staff training and development
- equity and diversity
- disability
- Occupational Safety and Health
- Code of Conduct
- induction
- staff development

Trust specific human resource policies and plans are in place:

- mentoring program
- retention strategies

Identify and respond appropriately to corporate risks

Integrate risk-based management approach to service delivery

Ongoing

Ensure corporate information is accessible, complete, accurate

Develop an information records plan  
Report Annual Financial Statement

Ongoing

Ensure adequate and equitable information technology asset management for efficient business delivery

Annual asset replacement plan is in place (Service Level Agreement with the Department of Environment and Conservation)

Asset management fully integrated with Riverpark asset system

Achieve better value for money for corporate services provided to Trust

Memorandum of Understanding is in place with the Department of Environment and Conservation

Agency preparations completed for shift to Office of Shared Services

Secure long-term office accommodation

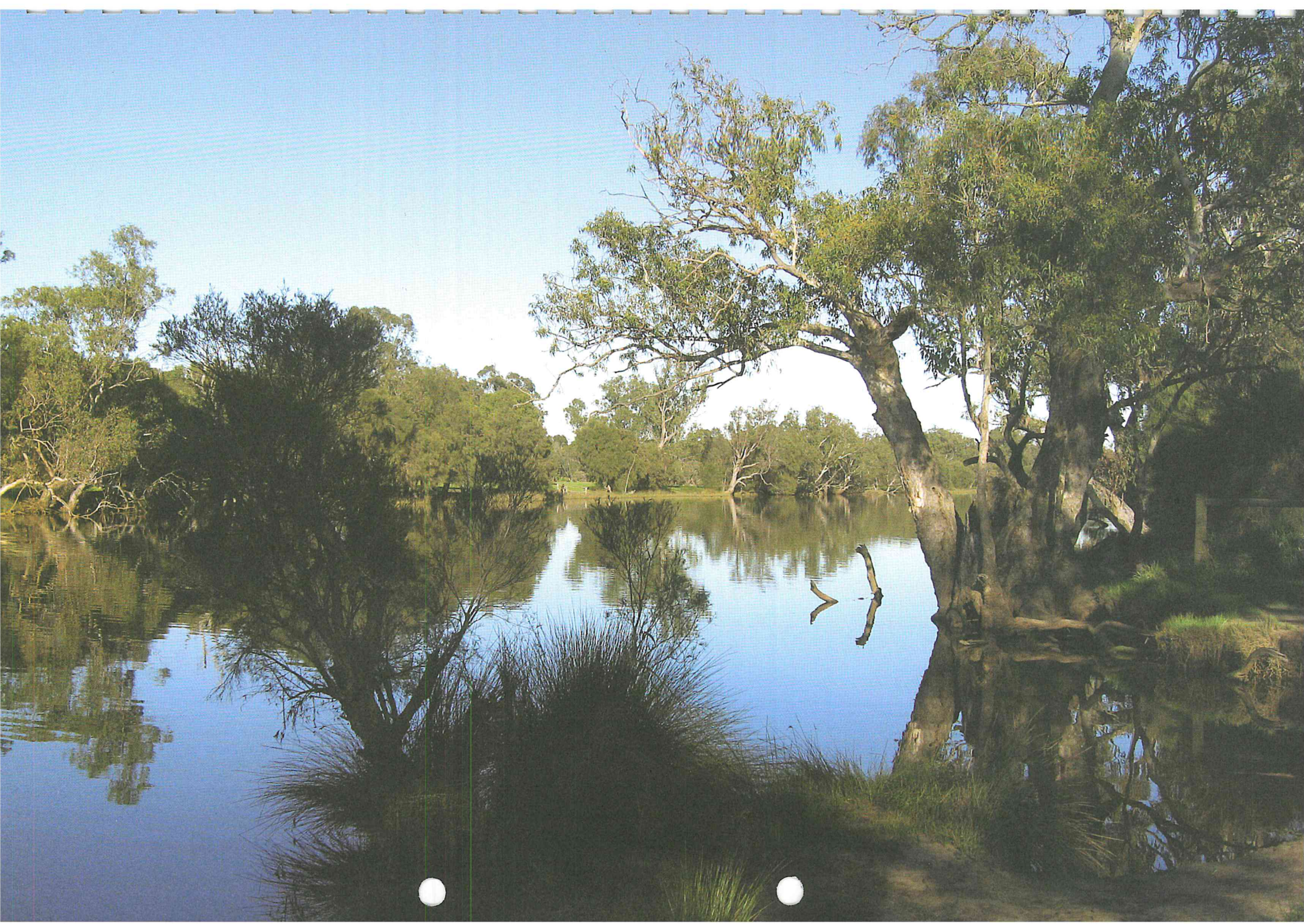
Identify future accommodation needs

Agreement negotiated for a site that meets long-term needs

Maintain duly appointed and appropriately skilled management Board

Effective administration and governance provided to the Board

Ongoing





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*Caring for the Swan Canning Riverpark*