

Proposed New Organizational Structure for the Science Division

Draft 19/04/04

Process

The Science Division Management Council (SMC) has been developing a new organizational structure for the Division in consultation with Divisional staff, the A/Director Nature Conservation and the A/Director Sustainable Forest Management. The structure has evolved through several iterations following critical evaluation of the advantages and disadvantages of previous versions.

Before adopting a new structure, including the alignment of staff with the structure, the proposed structure will be tabled for discussion and endorsement by Corporate Executive. I am aiming to move to a new structure at the commencement of the 2004/05 financial year.

Why restructure?

- Twenty one staff have recently transferred out of the Forests and Tree Crops Group of the Science Division. Twelve have transferred to Nature Conservation Division (Natural Resources Branch) and 9 have transferred to the Forest Products Commission. This has decimated one of the key thematic Groups in the existing structure (see Appendix 1).
- The existing structure is largely historical, based on the research components of organizations that amalgamated almost 20 years ago to form CALM. While this structure was workable and offered some advantages, it also has limitations;
 - no longer adequately reflects the core business of CALM
 - needs to align with the recently developed Key Result Areas (KRAs) and sub-outputs
 - impedes integration and coordination
 - creates narrow perspectives
 - fosters unproductive rivalry
 - hinders responsiveness and flexibility
 - does not foster corporate identity

What are we seeking in an organizational structure?

There are many ways of organizing a workforce and none is perfect. Ultimately, a structure should facilitate the effective and efficient delivery of science outcomes by:

- Focusing on CALM's core business through alignment with Key Result Areas (KRAs)
- Emphasizing core activities and key outcomes in science delivery
- Enabling efficient delivery of outcomes to the Department
- Capacity building through partnerships
- Providing greater support to other CALM Divisions
- Facilitating coordination and integration
- Facilitating a systems research approach

- Ensuring effective management without losing the expertise or scientific capacity of experienced, senior scientists by establishing Program Leaders with dual roles.
- Fostering teamwork and corporate identity
- Minimizing barriers to effective research
- Minimizing levels of hierarchy to maximize science output (flatter structure)
- Being practical/functional given the geographic dispersal of work centres and the diverse nature of the Division's operations
- Enabling flexibility and responsiveness
- Improving decision making – removing bottlenecks
- Balancing resources and support services
- Establishing clear lines of command, authority, accountability and responsibility
- Providing acceptable spans of control
- Eliminating duplication of activities

The proposed organizational structure

The proposed draft structure (see below and Appendix 2) attempts to satisfy as many of the above criteria as possible. It is closely aligned with the KRAs and Output Priorities for the Department's Nature Conservation, Sustainable Forest Management and Parks and Visitor Services (2004-05) Outputs. It overcomes some of the limitations of the existing structure by replacing the four large historical groups with six smaller core terrestrial research programs. Perth Observatory and Science Support (administration) make up the remaining programs.

Important new initiatives reflected in the proposed structure, initiatives that will require capacity building over time, are:

- Focus on building better information management systems
- A Landscape Conservation program
- Capacity building through partnerships
- Regional support and extension service
- Centralized administrative support

It is important to make the distinction between organizational structure (presented here) and operational structure. Structuring the Division around core programs will greatly facilitate integration of activities and resources to enable the Division to carry out projects that require a broad systematic (holistic) approach comprising multi-disciplinary teams from across the program structure.

In effect, the operational structure will be a matrix with the core programs (the 'stable' organizational structure) and integrating themes (which will adapt in response to changing priorities) forming the matrix axes. The nature and longevity of such projects will vary through time, so it is impractical and unnecessary to base the organizational structure around systems or threatening processes

The proposed focus of each of the core programs is summarized below and on the attached organizational chart (Appendix 2).

Program structure and alignment with KRAs

The alignment of Departmental KRAs, Output Priorities and Science Division programs is summarized in Table 1 below. Through Service Provider Agreements, the Science Division predominantly services the Nature Conservation and Sustainable Forest Management outputs. A significant level of assistance is provided to the Parks & Visitor Services output largely through contributing to the preparation of area management plans and the provision of interpretive material and information.

Nature Conservation Output Description: *“The development and implementation of programs for flora and fauna conservation, for threatened species and ecological communities and for commercially exploited species according to the principles of ecological sustainability; the acquisition, conservation and protection of representative ecosystems; and encouraging public awareness, understanding and support for nature conservation”.*

Sustainable Forest Management Output Description: *“The sustainable management of State forest and timber reserves while maintaining or enhancing conservation, water, recreation, landscape and other values in the long term, and encouraging public awareness, understanding and support for sustainable forest management, services and policies”.*

Parks and Visitor Services Output Description: *“Management of lands and waters; dealing with public involvement, visitation and appreciation of the natural environment on lands and waters managed by the Department, including preparing and implementing management and recreation site development plans; providing, managing and maintaining appropriate access, recreation opportunities and visitor facilities; protecting natural areas, visitors and facilities from wildfire; training Departmental staff and volunteers, working with local tourist bureau's and commercial tour operators; involving indigenous people in park management and the provision of visitor facilities and services; providing visitor information and designing and initiating educational and interpretive activity programs which enrich visitor experience and help develop greater community awareness and support for parks, natural areas, nature-based tourism and recreation services and policies”.*

The specific questions that each Science Division program will address, the outcomes expected of the programs, mechanisms for ensuring better integration of programs to facilitate work at a systems or process level and ways of improving inter and intra partnership arrangements will be addressed by a series of workshops to be held early in the new financial year (2004/05). Following is a general description of the focus of each program.

- Biogeography Program will focus on documenting and understanding patterning of the State's biota. This knowledge is important in its own right and provides a basis for designing and improving a comprehensive, adequate and representative (CAR) reserve system. Biological survey sites can also provide benchmarks for ongoing monitoring of ecosystem health/change.
- Flora and Fauna Conservation Programs will focus on the ecology, biology and genetics of threatened species and ecological communities, including understanding and ameliorating threatening processes such as weeds, salinity, pests and diseases and altered fire regimes.
- Landscape Conservation Program will focus on ecology at larger scales (landscape-scale, ecosystems and communities). This will include landscape-scale restoration projects (e.g., wheatbelt, rangelands, deserts), participation in adaptive management trials and monitoring (e.g., wetlands, forests, rangelands).
- Herbarium Program will continue to focus on maintaining the State's collections; it will increase effort on plant systematics and maintain databases such as Florabase2, which are closely linked with other herbarium functions.
- Science Applications Program, a new initiative that recognizes the importance of:
 - a) Improving the way in which corporate biological information and knowledge generated by science is managed (captured, organized, warehoused, packaged, diffused and exploited). This emphasis is consistent with the Government's desire to promote a “knowledge economy”. While there will be some re-alignment of existing resources, additional capacity (appropriately skilled staff) will need to be developed over the medium term to carry out these functions adequately (see Workforce Planning

document and Naturebank Concept Plan). Working closely with Information Management Branch and Forest Management Branch will enhance capacity and improve corporate information management.

b) Fostering integration within the Division and developing partnerships outside the Division, including within CALM more broadly and with external agencies. The recruitment of a person who can focus on networking and developing partnerships will be necessary in the medium term (see Workforce Planning document).

c) A third focus will be to promote the operational uptake of science-derived knowledge (technology transfer). This, together with the operation of the Science Management and Regional Support team (SMRS – see below), will ensure improved extension and uptake of science and provision of timely advice and assistance to Regional and other Departmental staff. The Program, through the Program Leader, will also provide support to the Director.

- The Observatory Program will continue to provide astronomy information and education as well as carry out astronomy research in partnership with other institutions.
- Science Support Program will provide administration and infrastructure support to the Division as well as ensuring compliance with Departmental and Divisional administrative procedures. The Science Support Program will provide a centralized service to other programs and work centres, reducing duplication and freeing up resources for other tasks. The Program, through the Program Leader, will also provide support to the Director.

Management

Each program will be led by a Program Leader (PL), whose role will vary according to the focus of the program. A more detailed definition of the various PL roles will be developed later, but in summary, they will provide scientific leadership (science mentoring, guidance) to the program as well as undertake research (nominally about 70% of their time). A second role will be to administer the program, including finances and budget management, reporting, staff performance and career development, ensuring compliance with Divisional and Departmental management systems and actively seeking partnerships and external funding/resourcing opportunities (nominally about 30% of their time).

Establishing Program Leaders with dual roles rather than as full time managers aims to ensure effective management without losing the expertise or scientific capacity of experienced, senior scientists.

The PL position is not a substantive one (with the exception of the Herbarium and the Observatory – institutions in their own right) and selection will be based on the best person for the job – the person who can best provide scientific leadership and administrative support to the program. It will be flexible, with scientists able to move in and out of the role every 2-3 years. An incentive for scientists to become PLs is that they are in a position to lead and influence science in the Division. Criteria progression to higher levels requires scientists to take on (and maintain) substantial leadership roles. However, taking on the role of PL does not automatically qualify individuals for criteria progression – other criteria must also be met, as specified in Staff Guideline No. 5.

Leadership - Science Management and Regional Support

The existing Science Management Council will be expanded from its current membership of six to comprise the eight PLs and the Director, and will be renamed Science Management and Regional Support (SMRS).

Broadly, the role of the SMRS will be to a) provide leadership to the Division, b) develop management systems and administrative procedures to ensure the smooth and efficient running of the Division and c) provide support to other Divisions, especially to Regional and District staff ("Regionalizing Research" - see below).

Regionalizing Research

An important new function of the leadership team (SMRS) will be to promote the regionalisation of research and science by a) actively engaging Regional, District and other CALM staff at all levels of planning and implementation of science projects and active adaptive management programs relevant to their "patch", b) providing a contact point for Regional and District staff (and other CALM staff) seeking advice or assistance and c) pro-actively supporting Regional and District staff through regular meetings, field days and workshops to exchange information and to deal with specific planning and management issues.

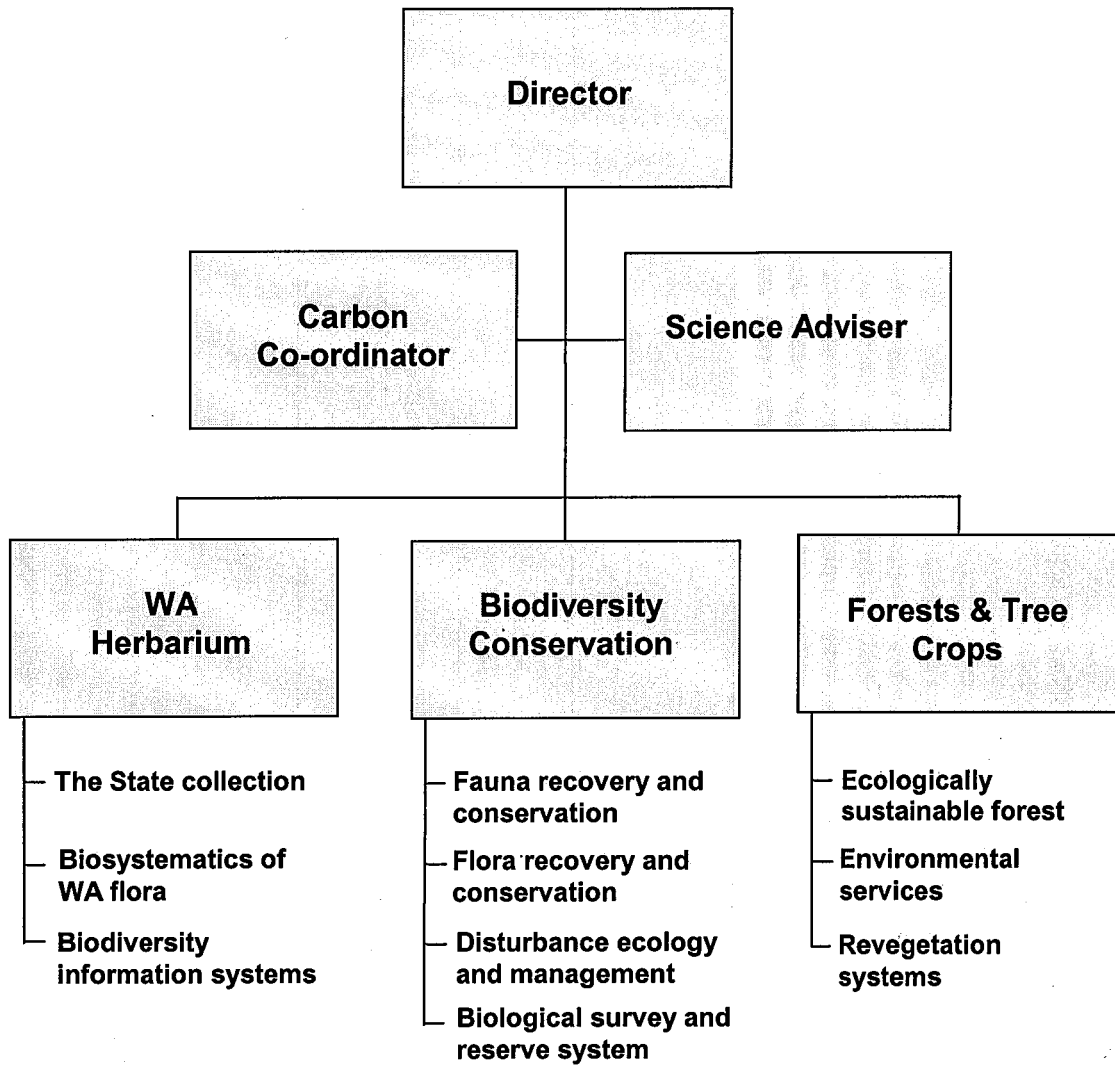
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Director Science Division

Table 1: The alignment of Science Division programs with Department Key Result Areas (KRAs) and output priorities for 2004/05 (see App. 2 for explanation of KRAs).

KRAs and Output Priorities for 2004/05	Flora Conservation	Fauna Conservation	Landscape Conservation	Biogeography	Herbarium	Science Applications
KRA -1				✓	✓	✓
NC 1A				✓		
NC 1B				✓	✓	
NC 1C						
KRA -2	✓	✓	✓		✓	✓
NC 2A	✓	✓	✓			
NC 2B						
SFM 2A			✓			✓
SFM 2B			✓			
SFM 2C			✓			✓
SFM 2D			✓			✓
PVS 2A	✓	✓	✓	✓	✓	✓
KRA -3	✓	✓	✓	✓	✓	✓
NC 3A						
NC 3B			✓			✓
NC 3C				✓	✓	✓
NB 3D						
NC 3E			✓			
NC 3F					✓	✓
NC 3G				✓	✓	
NC 3H						✓
NC 3I						
NC 3J						✓
NC 3K						
NC 3L			✓			✓
NC 3M					✓	✓
NC 3N			✓			
NC 3O	✓	✓	✓		✓	
SFM 3A			✓		✓	✓
SFM 3B						
SFM 3C						✓
SFM 3D	✓					✓
SFM 3E			✓			✓
SFM 3F			✓			✓
KRA -4	✓	✓	✓		✓	✓
NC 4A	✓	✓	✓			
NC 4B	✓	✓				
NC 4C	✓	✓	✓	✓	✓	✓
PVS 6B						
KRA -5						✓
KRA -6	✓	✓	✓	✓	✓	✓
NC 6A					✓	✓
SFM 6A			✓			

Appendix 1

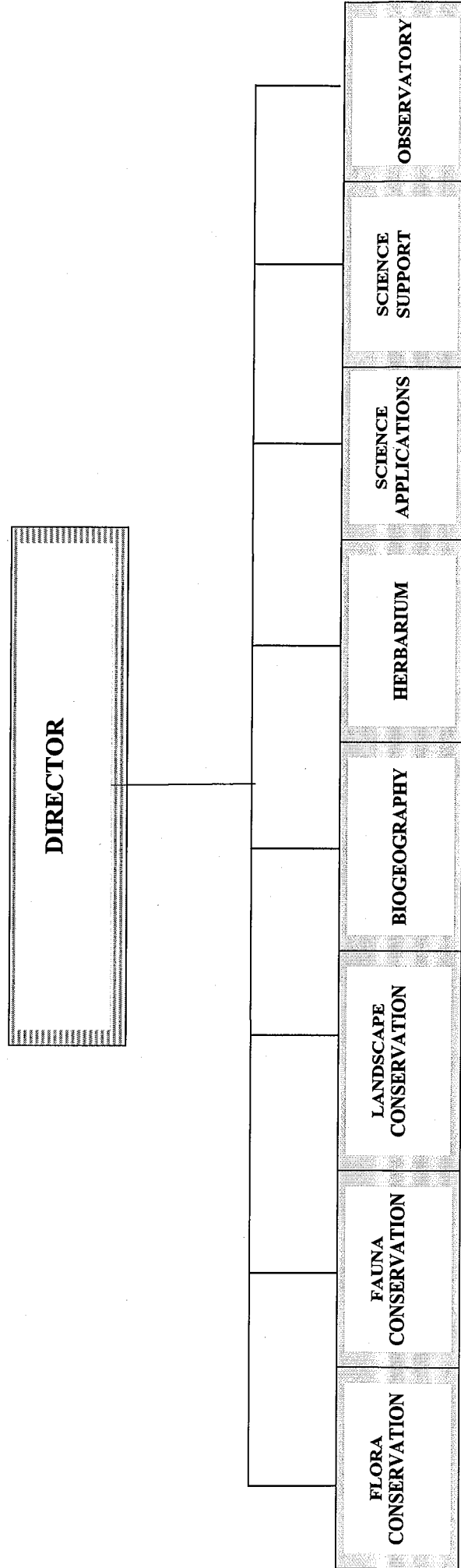
***Current Structure – Science Division**



* Note: Does not include Perth Observatory, which will not be affected by proposed structural changes.

APPENDIX 2

**PROPOSED DRAFT ORGANIZATIONAL STRUCTURE
SCIENCE DIVISION
19 April 2004**



Appendix 3

Key Result Areas (KRAs) and the Identification of Corporate and Output Priorities for 2004/05

Nature Conservation (NC) Output

Output Description: The development and implementation of programs for flora and fauna conservation, for threatened species and ecological communities and for commercially exploited species according to the principles of ecological sustainability; the acquisition, conservation and protection of representative ecosystems; and encouraging public awareness, understanding and support for nature conservation.

Outcome Description: Conservation of biodiversity (the variety of life forms; the different plants, animals and micro-organisms; the genes they contain and the ecosystems they form).

NC Output Priorities for 2004-05:

KRA 1 - Establishment of a comprehensive, adequate and representative terrestrial and marine conservation reserve system

NC 1A - Continue to progress the establishment of terrestrial comprehensive, adequate and representative conservation reserve system, with emphasis on the rangelands (including 2015 pastoral lease exclusions), new parks and reserves in the Forest Management Plan 2004-2013, and other high priority bioregions.

NC 1B - Continue to progress the establishment of a CAR marine conservation system, with emphasis on the proposed Montebello/Barrow Islands, Dampier Archipelago/Cape Preston, Geographie Bay/Leeuwin-Naturaliste/Hardy Inlet and Walpole/Normalup estuaries marine conservation reserves and extensions to the Ningaloo Marine Park.

NC 1C - Continue the ongoing program of systematic terrestrial biological survey of the State's biodiversity, with emphasis on the Pilbara Bioregion and completion of the Wheatbelt biological survey including communication of results and findings to key stakeholders.

KRA 2 - Maintenance of the terrestrial/marine protected area network (IUCN categories I to IV)

NC 2A - Management of the conservation reserve system with the primary goal of maintaining and recovering biodiversity with an emphasis on the development and trialing of adaptive management systems.

NC2B - Management of Jurien Bay Marine Park, and improved management of the Ningaloo Marine Park and adjacent coastal strip.

KRA 3 - Conservation of landscape/seascape scale ecological systems and processes (integrating reserve and off-reserve conservation)

NC 3A - Finalise for introduction into Parliament a Biodiversity Conservation Bill, to replace the Wildlife Conservation Act.

NC 3B - Advance preparation of a State Biodiversity Conservation Strategy to provide a framework for targeted implementation of key conservation actions.

NC 3C - Periodic improvement and up-date of the Biodiversity Audit, including the progressive development of sub-regional case-studies, and commencement of bioregional planning to determine key conservation priorities and knowledge gaps, and provide the basis for monitoring and evaluation of progress and effectiveness.

NC 3D - Establishment of a functional regional ecologist network, with priority for placement of officers in the Kimberley, Mid-West, South Coast and South West regions.

NC 3E - Continue implementing the State's Salinity Strategy to maintain and recover biodiversity, with particular emphasis on existing natural diversity recovery catchments and expansion of this program with an additional 19 new catchments being progressively established over the next 10 years, development of commercial native crop species to bring about integration of conservation with production, planning for biodiversity at a landscape scale to ensure a focus on priority actions, and completion of data analysis and publication of the results of the biological survey of the agricultural zone.

NC 3F - Further expand and extend partnerships with the community for private and co-operative habitat protection and management for biodiversity conservation through the Land for Wildlife and nature conservation covenanting schemes, as well as new initiatives for off-reserve conservation such as Urban Nature, including EcoPlan.

NC 3G - Undertake assessments in relation to clearing control amendments to the Environmental Protection Act.

NC 3H - Progress the development of the nomination for World Heritage listing of the Ningaloo/Cape Range area, and management of Shark Bay and Purnululu National Park World Heritage properties to maintain natural values.

NC 3I - Manage the 12 International Wetlands of International Importance (Ramsar Convention) in WA, including improved research and monitoring and evaluation, develop nominations of further wetlands and develop priority management plans.

NC 3J - Continue involvement with natural resource management (NRM) planning both at a State and regional level, including the continuation of key liaison position in the Rangelands NRM region and increased coordination and support role by the Natural Resources Branch, along with streamlined provision of biodiversity data for regional NRM planning and engagement in regional planning processes to ensure adequate consideration of biodiversity conservation.

NC 3K - Develop Departmental actions and responses to conserve biodiversity in accordance with the draft State Greenhouse Strategy.

NC 3L - Undertake a review and continue maintenance of corporate biological and land datasets.

NC 3M - Management of fire to maintain and recover biodiversity, including development of a State and regional monitoring and evaluation programs to gauge effectiveness and progress and progressively develop targeted landscape approaches.

NC 3N - Participate in a review by the Environmental Protection Authority of the Department's fire policy and practices.

NC 3O - Continue to identify key threatening processes, particularly at a landscape level, that result in the loss of biodiversity and develop mechanisms (threat abatement strategies/plans, recovery plans and guidelines) for the control or management of threats for example environmental weeds, introduced animals, native pests, secondary salinisation, inappropriate fire management, and diseases such as *Phytophthora*.

Continuation of strategic on-ground control or amelioration of key threats, for example feral goat control on former pastoral leases in the Gascoyne-Murchison Strategy Area purchased for conservation, control of foxes on conservation reserves, control of *Phytophthora cinnamomi* in the Northern Sandplains, SW Land Division and South Coast Region, amelioration of secondary salinity in the Wheatbelt and trialling of a feral cat bait in the rangelands.

KRA 4 - Recovery of threatened species, ecological communities, and conservation and sustainable use of other significant species

NC 4A - Maintain the Western Shield wildlife recovery program and extend into arid areas through targeted implementation of an effective feral cat control program, and implement any approved Western Shield Review recommendations.

NC 4B - Enhance the conservation of threatened species and threatened ecological communities, with priority for the preparation of recovery plans for critically endangered and endangered species and ecological communities, and listing of ecological communities in the Wheatbelt to complement other Salinity Strategy investment, and targeted management initiatives and enhanced partnerships with the community, industry and other agencies.

NC 4C - Prepare, implement and continually improve management programs for wildlife species that Government decides should be harvested.

KRA 6 - Providing community involvement and encouraging understanding, and support of biodiversity conservation and other Departmental programs and activities

NC 6A - Development of targeted communication aimed at increasing public and Departmental understanding of biodiversity, and related conservation actions.

Sustainable Forest Management (SFM Output)

Output Description: The sustainable management of State forest and timber reserves while maintaining or enhancing nature conservation, water, recreation, landscape and other values in the long term, and encouraging public awareness, understanding and support for sustainable forest management, services and policies.

Outcome Description: The development and implementation of management plans and systems for sustainable management of State forest and timber reserves.

SFM Output Priorities for 2004-05:

The 2004/05 budget will be the first full year of implementation of the FMP 2004-2013, which was approved in December 2003. The broad priorities for SFM are the progressive implementation of the new requirements in the FMP 2004-2013, the maintenance and where necessary improvement of

ongoing requirements and the establishment of the structures and procedures to effectively control the use of State forest and timber reserves by the Forest Products Commission and other users.

For the Swan, South West and Warren Regions, the main outcomes and priorities for the SFM Output are as follows:

- ◆ ongoing forest management programs are maintained to meet legal requirements and where possible improved in efficiency and effectiveness;
- ◆ improved environmental performance by operators on State forest and timber reserves;
- ◆ guidelines, checklists and manuals for operations on State forest and timber reserves conform to the FMP 2004-2013; and
- ◆ communication and consultation and other involvement programs with local communities on ESFM issues.

Priority actions to achieve this include:

KRA 2 - Maintenance of the terrestrial/marine protected area network (IUCN categories I to IV)

SFM 2A - Provide input to the planning and where applicable authorise access for activities to be undertaken on State forest and timber reserves by the FPC and other organisations to ensure the manner in which they are to be carried out conforms with the objectives and requirements of the FMP 2004-2013, relevant policies and guidelines.

SFM 2B - Undertake a coordinated inspection regime of activities undertaken on State forest and timber reserves by the FPC and other organisations to check their compliance with the FMP 2004-2013, relevant standards and guidelines.

SFM 2C - Maintain access ways essential for the ongoing management of State forest and timber reserves.

SFM 2D - Provide assistance to SFM Division staff in the development or review of operational guidelines and planning checklists required by the FMP 2004-2013.

KRA 3 - Conservation of landscape/seascape scale ecological systems and processes (integrating reserve and off-reserve conservation)

SFM 3A - In conjunction with Fire Management Services, Nature Conservation and Parks & Visitor Services develop and implement a prescribed burning program for State forest and timber reserves that meets Departmental goals.

SFM 3B - Maintain an adequate fire suppression preparedness and response capability. Regulate the supply and monitor the extraction of "other" forest produce, in particular the systematic access to domestic firewood through public firewood areas. Assist with the Departmental wide survey of domestic firewood use.

SFM 3C - Maintain records of significant weeds and pests. Undertake a control program in accordance with regional priorities.

SFM 3D - Implement the required standard for hygiene plans for the management of *Phytophthora cinnamomi* and check their attainment in the field.

SFM 3E - Provide assistance to Management Audit Branch to undertake the formal operational audit program of forest management activities required by the FMP 2004-2013.

SFM 3F - Provide input to the development by SFM Division staff of the environmental management system for the management and use of timber resources.

KRA 6 - Providing community involvement and encouraging understanding, and support of biodiversity conservation and other Departmental programs and activities

SFM 6A - Provide information to and undertake consultation and other involvement programs with local communities on ESFM issues, particularly related to Aboriginal groups; harvest plans; prescribed burning programs; and Community Forest Inspections.

Parks and Visitor Services (PVS) Output

Output Description: Management of lands and waters; dealing with public involvement, visitation and appreciation of the natural environment on lands and waters managed by the Department, including preparing and implementing management and recreation site development plans; providing, managing and maintaining appropriate access, recreation opportunities and visitor facilities; protecting natural areas, visitors and facilities from wildfire; training Departmental staff and volunteers, working with local tourist bureau's and commercial tour operators; involving indigenous people in park management and the provision of visitor facilities and services; providing visitor information and designing and initiating educational and interpretive activity programs which enrich visitor experience and help develop greater community awareness and support for parks, natural areas, nature-based tourism and recreation services and policies.

Outcome Description: Community enjoyment of wildlife, land and waters without compromising conservation and other management objectives.

PVS Output Priorities for 2004-05:

KRA 1 - Establishment of a comprehensive, adequate and representative terrestrial and marine conservation reserve system

PVS 1A - New Parks - further progress in the establishment of the national parks and conservation reserves resulting from implementation of the State Government's 'Protecting Our Old-Growth Forests' policy, including the finalisation of boundaries following community consultation.

KRA 2 - Maintenance of the terrestrial/marine protected area network (IUCN categories I to IV)

PVS 2A - Management Planning - focusing on significantly increasing the area of conservation reserves covered by management plans by commencing and/or completing management plans for those parks and reserves as outlined in the current list of management plan priorities and "road testing" the next generation of outcome-based management plans.

PVS 2B - New Parks - for those cost centres involved in the implementation of the State Government's Protecting our Old-Growth Forests policy, accounting for separately for reporting and auditing purposes.

KRA 5 - Providing for sustainable nature-based recreation and tourism and increased enjoyment of protected areas

PVS 5A - Maintaining access - maintaining and/or upgrading vehicle and pedestrian access to key visitor attractions and sites so that they cater for the needs of everyone in the community, including the aged and people with disabilities. Emphasis should be given to ensuring that those sites and facilities that are promoted as being wheelchair accessible incorporate universal access principles and relevant standards.

PVS 5B - Developing access - development of a road classification system and road safety audit to improve decision-making on prioritising resources to road maintenance and development.

PVS 5C - Facility Development - completing visitor infrastructure and tourist road improvement projects that were commenced in the previous financial year. In the southwest, priority is to be given to finishing those New Parks capital works projects that have been commenced in the past 3 financial years and to the ongoing planning and development of the Munda Biddi Mountain Bike Trail. Details of the funding allocations for PVS and New Parks capital and MRWA tourist road grants for 2003/04 was circulated earlier this year and can be accessed on the PVS Division's Park Policy and Services web page.

PVS 5D - Facility Maintenance - maintaining all facilities in a safe and workable condition. As for last year, efforts should be directed at ensuring existing recreation and tourism assets are inspected regularly and maintained in good condition. Where this cannot be achieved, facilities should either be replaced or removed and sites closed if necessary. In the case of the New Parks program, the focus should be aimed at site works that will provide for the protection of environmental and cultural values and/or visitor safety consistent with Section 33A of the CALM Act dealing with Necessary Operations.

PVS 5E - Resource Protection - continuing to protect existing recreation areas and facilities from wildfires, dieback and other threatening processes.

PVS 5F - Revenue Generation & Management - generating and managing revenue from park entry and camping fees and, where appropriate the sale of merchandise and initiating new revenue generation opportunities where appropriate.

PVS 5G - RATIS - continuing to develop and expand the use of our Recreation and Tourism Information System in general and RecData in particular. As previously advised, the Department is required by the Valuer-General's Office to undertake an evaluation of its assets every 3-4 years and report on this. Accordingly, it is expected that all districts will have completed a comprehensive review and updating of their RecData database and that this information will be progressively updated as new assets are developed and/or removed.

KRA 6 - Providing community involvement and encouraging understanding, and support of biodiversity conservation and other Departmental programs and activities

PVS 6A - Indigenous Liaison - continuing to establish effective and meaningful liaison with indigenous groups through the development of joint management agreements and the progression of employment and training opportunities for Aboriginal people.

PVS 6B - Community Involvement - continuing to expand the Department's Community Involvement program by increasing the number of volunteers involved in conservation and community service projects that improve visitor experiences and the conservation and protection of natural areas and provide increased training and support for volunteers.