

At the conclusion of the general forum, the workshop participants were divided into smaller discussion groups, assigned two of the top ranking issues and asked to come up with suggested recommendations and/or actions that should be undertaken. The results of these smaller workshop discussions were then presented to the larger forum and are briefly summarised in the following notes.

Changing Role of Rangers

- a) The Role of a Ranger in relation to
 - Parks and Visitor Services Division
 - Region
 - DistrictWhere do they fit?
- b) Generalist vs. Specialist?
 - Isolated vs. Well resourced
 - Ability to be the glue
 - Project management
 - Implementers or managers
- c) Call everyone a Ranger
 - Marketing and Departmental goodwill
 - Public recognition

Action:

Once new Ranger structure has been sorted look at where Rangers fit in the PVS program, in Regional and District structures, and their interrelationships with PVS and NC programs.

Output Budgets

- ◆ Question the fire model which demands some district's employ staff that their budgets can't afford.
- ◆ Addressing the problem of operational budgets not sufficient to cover actual costs of running the district / region / branch / division.
- ◆ Abolish historical based budget allocations
- ◆ Produce a negotiated, prioritised and costed works program as per the SPA process agreed to PRIOR to commencement of financial year (ie zero based budgeting).
- ◆ Ensure recurrent funding occurs in a 3 year strategic planning framework.

Community Education across Outputs

- ◆ Ensure the communications model of DCLM is integrated into the structure and financial system so as to implement community education and other communication strategies.
- ◆ Establish a working group to identify values of communication strategies (especially community education) and to develop an integrated model across DCLM outputs
- ◆ Review / revise Policy 25 “Community education and interpretation” to align with corporate plan and output / purchaser / provider model with communication strategies as activities to include – community education, interpretation, community involvement, information, advisory and liaison services.

Clarification of issue

- Its all about nature conservation
- Variety of approaches but lack of coordination and integration
 - Nearer to Nature
 - Eco Education (schools only)
 - Park Activities Programs
 - Special events
 - Requests (responding to)
- Meeting market demand of DCLM mission?
Core business? Even if there is NOT a demand.
- Social research required – people focus
- Lack of staff and resources

How the Department responds to outside planning issues

- Great variety of plans and issues that we are asked to respond to.
- These plans can be district or region specific, inter-regional or statewide.
- Response method is dependant on type of plan, and we really need the hierarchy of the various types of plans documented. This documentation should include who is responsible for coordinating the response, and who should input to the response.

- Regional and District responses should be coordinated by relevant managers rather than planning officers. Statewide responses need coordinating at a statewide level.
- Detection of the need to respond to plans is on an ad hoc basis.
- Perhaps detection of plans could be more structured, particularly at a statewide level.

Planners in the Regions?

- Yes, problems of planners getting sidetracked is outweighed by benefits of the planners being on site.
- Temporary location / short term stays in region is better than fly in, fly out.
- Whether the planner is in or out of the region will not affect the progress of a plan if the other members of the planning team are unable to commit time and resources to the project.

Output Delivery

- Called: Conservation and Visitor Management
- Set Priorities across the output : Need corporate system for prioritising (Decisions / directions by Corporate Executive)
- Establish Criteria - Who?
- How?
- Set structure according to priorities
- Develop programs using appropriate people

Leadership in the integration between outputs

- Directors to give priorities to Regions / Districts
- Directors to agree on base funding – this must recognise what it costs to do business in an area.
- Recurrent – Includes agreed staffing levels, maintaining assets, vehicles, fixed costs – matched to outcomes. This must form the BASE BUDGET and BE MAINTAINED (ie don't erode by not funding unavoidable increases (vehicle leases, award increases, overheads, and other fixed

cost increases eg. power, water, rates, rents, radios, network connections, software upgrades (due to change forced upon us).

- This 'base funding' is for recurrent work only and must address core business / priorities.
- Capital funding should similarly be based on same principle as above (Directors priorities – PVS strategies) and fund all aspects with a recognition that replacement and maintenance will be required and either additional funds provided or a shift in priorities will be needed. Also the need to possibly engage consultant / project officer during capital works project.
- Incentive scheme
 - Set realistic levels and give net revenue to output director for allocation across agency PVS on planning strategies / priorities (Interest CR to PVS program, not to be used for any other purpose or all will lose faith)
 - Anything over target level stays with Cost Centre, who should have their own priorities set and spend.