

WILDCARE DESLACS

2013 PMAA Submission for Cape Deslacs Spanish Heath Management Plan

8: Community Service and/or Development
9: Sustainable Projects

Dr Elizabeth Shannon

5/28/2013



WILDCARE Deslacs: Caring for Clifton

Contents

Section 1. General Information.....	4
Submission Contacts	4
Owner/client	4
Project team contact	4
Media representative.....	4
Project owner/client representative	4
PMAA submission manager	5
Submission Confirmations	5
Owner/Client Confirmation	5
Consent to Use Photographs, Company Logos etc.	5
Confirmation of Plan and Budget Approval	5
Confirmation of Acceptance	5
Section 2. Summary of the Project.....	6
Project Summary for Category 8: Community Service and/or Development.....	6
Project Summary for Category 9: Sustainable Projects	6
Section 3. Outline of the Project.....	7
Section 4. Project Outcomes	9
Section 5. Outstanding Achievement and/or Innovation in Project Management Best Practice	11
PM Knowledge Areas	11
Knowledge Area 1 Integration management	11
Knowledge Area 2 Cost management.....	12
Knowledge Area 3 Quality management.....	14
Knowledge Area 4 Communications management	16
Issues or Challenges	17
Issue or Challenge 1: Human resource management.....	17
Issue or Challenge 2: Scope management	19
Lesson Learnt: Risk management	20
Appendices	22
Appendix 1: Consent documents	22
Appendix 2: Evidence of project outcomes	24
Appendix 3: Evidence of achievement in project integration management	26
Appendix 4: Evidence of achievement in project cost management	28

Appendix 5: Evidence of achievement in project quality management	29
Appendix 6: Evidence of achievement in project communications management ..	31
Appendix 7: Issue Challenge 1 – Human resource management	33
Appendix 8: Issue Challenge 2 – Scope management	34
Appendix 8: Lesson learnt – Risk management.....	35

Spanish heath



Spanish heath is a winter-flowering shrub typically growing to 2m tall. It has densely clustered tiny leaves and white to pink tubular flowers.

It has been identified as a high priority weed for southern Tasmania.

Spanish heath invades native vegetation, pasture and roadsides, forming dense infestations and creating a fire hazard due to its extreme flammability.

Section 1. General Information

Name of Company: WILDCARE Deslacs

Name of Project: Cape Deslacs Spanish Heath Management Plan

Location of project: Tasmania, Australia

Names of key stakeholders:

- Southern Coastcare Association of Tasmania (SCAT)
- Tasmania Parks and Wildlife Service (TPWS)
- Clarence City Council (CCC)
- Private land-owners
- Department of Primary Industries Parks Water and Environment (DPIPWE)

Submission Contacts

Owner/client

Name: WILDCARE Deslacs

Email address: info@wildcaredeslacs.org

Telephone number: 03 62488 557

Project team contact

Name: Dr Elizabeth Shannon (Project manager)

Email address: elizabeth.shannon@bigpond.com.au

Telephone number: 0418 126 042

Media representative

Name: Dr Elizabeth Shannon (Communications officer)

Email address: elizabeth.shannon@bigpond.com.au

Telephone number: 0418 126 042

Project owner/client representative

Name: Ian Mace (President)

Email address: info@wildcaredeslacs.org

Telephone number: 03 6248 9346

PMAA submission manager

Name: Dr Elizabeth Shannon (Project manager)

Email address: elizabeth.shannon@bigpond.com.au

Telephone number: 0418 126 042

Submission Confirmations

Owner/Client Confirmation

Consent to use the project has been received from WILDCARE Deslacs.

Consent to Use Photographs, Company Logos etc.

Consent to use photographs, company logos and the like has been received from WILDCARE Deslacs, Southern Coastcare Association of Tasmania, Tasmanian Parks and Wildlife Service and Clarence City Council (see **Appendix 1**).

Confirmation of Plan and Budget Approval

The project has an approved plan and budget.

Confirmation of Acceptance

The project has been accepted by WILDCARE Deslacs, Clifton Beach, Tasmania.



View of **Cape Deslacs** from Clifton Beach

Section 2. Summary of the Project

Project Summary for Category 8: Community Service and/or Development

In 2012, the Southern Coastcare Association of Tasmania funded the volunteer group WILDCARE Deslacs to (1) work with local stakeholders to collaboratively develop a management plan to control the invasive species Spanish heath (*Erica lusitanica*) and (2) commence initial on-ground works as part of the Plan's implementation.

Project outcomes included increased community awareness of Spanish heath infestation and control methods; a shared understanding of priorities for control; the development of partnerships between land management agencies, community groups and private property owners; and a reduction of Spanish heath biomass.

The Plan has also formed the basis for additional, successful funding applications.

Project Summary for Category 9: Sustainable Projects

In 2012, the Southern Coastcare Association of Tasmania funded the volunteer group WILDCARE Deslacs to (1) work with local stakeholders to collaboratively develop a management plan to control the invasive species Spanish heath (*Erica lusitanica*) and (2) commence initial on-ground works as part of the Plan's implementation.

Project outcomes included increased community awareness of Spanish heath infestation and control methods; a shared understanding of priorities for control; the development of partnerships between land management agencies, community groups and private property owners; and a reduction of Spanish heath biomass.

The Plan has also formed the basis for additional, successful funding applications.



WILDCARE Deslacs @ Cape Deslacs

Section 3. Outline of the Project

Background

WILDCARE Deslacs is a branch of Wildcare Incorporated Tasmania, a registered Association. The group formed in November 2008 at Clifton Beach (population 555). With a financial membership of eight people, it has attracted additional volunteers to:

- undertake on-ground environmental activities, field days and workshops in the Cape Deslacs Nature Reserve, Clifton Beach and Pipeclay Lagoon Coastal Reserve areas (36 events, 200 participants);
- raise community awareness through annual public information sessions, meetings and social events, quarterly newsletters plus articles and websites; and
- lead successful projects and partnership with local businesses, environmental and community groups.

WILDCARE Deslacs has received a Volunteer Week Certificate of Appreciation and was also awarded a Certificate of Appreciation at the 2013 Clarence City Council (CCC) Australia Day Awards.

Purpose

To collaboratively develop a Management Plan to control the invasive species Spanish heath (*Erica lusitanica*), in and around the Cape Deslacs Nature Reserve ('the Reserve'), and to commence initial on-ground works as part of the Plan's implementation.

Objectives

In line with WILDCARE Inc objectives: *to foster the care and protection of Tasmania's National Parks and other conservation reserves, natural and cultural heritage (on public and private land)*, WILDCARE Deslacs is committed to collaboratively work to develop and implement a long-term and inclusive Plan to:

1. Contain the spread of Spanish heath;
2. Reduce current infestations; and to
3. Reduce the impact of Spanish heath on sensitive areas.

This project was sponsored by the Southern Coastcare Association of Tasmania (SCAT), in line with their objective to *support communities caring for the coast of southern Tasmania*.

Outputs

The first output was a 10-year weed Management Plan for Spanish heath within the Reserve and adjoining areas. The Plan includes:

- a. Collation of all data on Spanish heath infestation in the Reserve and adjoining property, its distribution and mapping, to provide a baseline for management
- b. The identification of a containment line around the Reserve and adjoining infested private property
- c. Identification of high, medium and low priority areas (zones) for control
- d. A table of appropriate management regimes for each zone and an action plan for each year
- e. Recommendations and details of weed control methods
- f. Recommendations and details of weed hygiene measures
- g. Recommendations and details of evaluation methods.

The second output was on-ground works associated with implementation of the Plan.

Methodology

Project management was undertaken in line with the Tasmanian Government Project Management Guidelines (TGPMG).

Complexity

If complexity is defined in relation to the process of project management, using the two dimensions of the degree of certainty and the level of agreement, this project was one of relatively low complexity. The project had a very high degree of certainty: well-defined, tangible, measurable end products in (1) development of the Cape Deslacs Spanish Heath Management Plan and (2) initial on-ground works to implement the Plan. The project also had a high level of agreement in that all stakeholders agreed with the desirability of weed control in the Reserve and adjoining areas. The potential for disagreement lay in the prioritisation process and outcomes informing the action plan.

If complexity is defined in relation to the product of the project, the development and initial implementation of a Spanish heath management plan on a listed Nature Reserve, then there is a great deal of technical knowledge required. This includes understanding of the biodiversity values to be protected on the Reserve and adjoining areas: the rare fauna and flora species and their relevant legislative protection regimes. It also includes knowledge of weed species, their listed state or national status, and the most appropriate control methods in this environment.

Both types of complexity were managed through the development of a Reference Group of expert and key stakeholders. The Reference Group included representatives from SCAT, CCC, Tasmania Parks and Wildlife Service (TPWS), local landowners and WILDCARE Deslacs. The Regional Weed Management Officer, Department of Primary Industries Parks Water and Environment (DPIPWE), was nominated as the quality consultant for the project.

Section 4. Project Outcomes

Social outcomes

The social outcomes of this project were associated with stakeholder participation and input in developing the Plan.

1. Increased community awareness of Spanish heath infestation and control methods.

This was achieved by the production of articles about Spanish heath management and the funded project. These articles were included in WILDCARE Deslacs newsletters (distributed locally) and the newsletters and websites of other Tasmanian environmental groups, as part of a broader communications strategy.

The increase in community awareness of the need for Spanish heath control activities was measured by the attraction of participants to the WILDCARE group meetings on the subject. The number of WILDCARE Deslacs members participating in the main public consultation meeting was matched by the number of previously non-involved community members. Several of these participants have gone on to become financial members of the group and regular volunteers at the monthly working bees.

2. A clear, shared understanding of priorities for control.

This was achieved by including key stakeholders in a project Reference Group; holding an open public consultation meeting to discuss the plan with all interested persons; and the employment of an environmental planner to develop the management Plan.

This shared understanding was reflected in the body of the Plan and in the fact that the Plan was accepted by all key stakeholders.

3. Development of strong partnership links between land management agencies, community groups and private property owners.

This was achieved, in relation to the management of Spanish heath in the area, through process of developing the Plan and the resulting increased communication and cooperation between parties.

This was measured in the email exchanges and face-to-face discussions throughout the project and in the subsequent support WILDCARE Deslacs has received from key stakeholders in the development of additional funding applications.

Financial outcomes

The financial outcomes of this project were associated with building on initial success – ie. leveraging the first project outcomes to support subsequent projects.

4. The development of additional, successful funding applications, based on the Plan.

This was achieved by a combination of (1) key stakeholder support and (2) the development of activity cost estimates associated resulting from initial Plan implementation.

This was measured by the Plan forming the basis for subsequent, successful funding applications. At this point in time (May 2013), one additional successful funding application has been approved (\$1,670 from Wildcare Inc Tasmania) and two more have been developed and are awaiting decision (\$2,350 from Natural Resource Management Tasmania South and \$54,857 from the Australian Government Caring for our Country Community Environment Grants Scheme).

Environmental outcomes

The environment outcomes of this project were to increase the extent, condition, connectivity and resilience of native habitat by protecting remnant vegetation through the creation of buffer zones around them and Reserve boundaries, thereby improving habitat for threatened species.

5. Reduction of Spanish heath in the Reserve and adjoining private property.

This was achieved through the initial on-ground works, funded through the SCAT grant (and expanded by subsequent grants).

This was measured by area of Spanish heath treated in each management zone. In May 2013, this stands at 5,250 square metres.

6. Increase in the health of threatened native vegetation communities (*Eucalyptus ovata* healthy woodland and coastal saltmarsh communities)

This was achieved as a result of regrowth in the treated areas, allowing for natural revegetation.

This was measured through photopoints established and monitored by WILDCARE Deslacs. Photopoints are fixed points from which a photograph is taken of a particular subject at different times for comparison. Photopoints offer opportunities to efficiently and cost-effectively monitor change over time.

7. Protection of Environment Protection and Biodiversity Conservation Act listed species (eg shearwaters and other listed species)

This was achieved as a result of the creation of buffer zones between the Spanish heath infestation and the seabird rookery.

This will be measured by the increase in population of endemic and protected species in the Reserve.

*Evidence of project outcomes is attached in **Appendix 2**.*

Section 5. Outstanding Achievement and/or Innovation in Project Management Best Practice

PM Knowledge Areas

Knowledge Area 1 Integration management

The outstanding achievement associated with integration management of the Cape Deslacs Spanish Health Management Plan project was that formal project management methodology was used effectively in the context of a small volunteer group. This included the application of concepts from the Project Management Body of Knowledge (PMBOK) and the use of the Tasmanian Government Project Management Guidelines (TGPMG).

Innovation occurred because extensive project management expertise, gained in the context of professional public sector management, was applied to environmental management in a volunteering capacity. In particular, the 'essential project documentation' (developed for the 2007 *Tasmania's Health Plan*, and currently used in the Department of Health and Human Services management and leadership development program), was used to ensure the delivery of a product that would be 'fit for purpose', on time, within budget and of appropriate quality.

An important part of project integration management was the development of project governance arrangements.

- SCAT, as the funder, was the project sponsor. SCAT was dispersing funds received from the Australian Government and therefore had ultimate accountability and responsibility for the program.
- WILDCARE Deslacs was the business owner and responsible for managing the project outputs. It was decided that the group's President would undertake the role of project owner and the group's Communications Officer would undertake the role of project manager for this project.
- A Reference Group was formed, as described in the Project outline section of this submission.

Reference groups provide expertise and quality assurance in the development of project outputs. They also provide forums to achieve consensus among groups of stakeholders. In this case the Reference Group fulfilled both functions. The development of an expert Reference Group provided a formal structure and an external scrutiny of the work that would have been otherwise lacking.

PMBOK (4th Edition, 2008) describes project integration management as:

1. Develop project charter
2. Develop project management plan
3. Direct and manage project execution
4. Monitor and control project work

5. Perform integrated change control
6. Close project or phase.

A project charter – the document that formally authorises the project – was first developed following the initial June 2012 discussions between WILDCARE Deslacs and SCAT. Using the *project brief* template, a three page document was developed in August 2012 for discussion at the first formal project governance meeting in early September. This contained: objectives, outputs, target outcomes, evaluation, resources, expenditure, governance, stakeholders, communication, risks, issues, quality and milestones.

Following this meeting, a draft project management plan was developed and circulated for finalisation in mid-September. This formed the basis of the Request for Quotation to be circulated to a number of environmental consultants, as part of the development of the Plan.

Project execution was carried out by consultants, contractors and volunteers under the direction of WILDCARE Deslacs. An environmental consultant was engaged to develop the Plan, based on data previously collected by the volunteers. The Plan was developed between October 2012 and January 2013, going through three draft iterations (October and December 2012, January 2013) before completion.

Once a Plan was developed, with agreed priorities for action, a bushcare contractor was engaged to undertake weed control activities in the main buffer areas. WILDCARE Deslacs volunteers carried out weed control activities in a number of small isolated outcrops.

The WILDCARE Deslacs project manager was responsible for monitoring and controlling the project work as well as performing integrated change control. During the Plan development phase, this involved regular informal communication with individual members of the Reference Group, regarding various aspects of the Plan and the circulation of drafts. During the initial on-ground works phase, communication was formalised, with progress reports provided in January, February and April 2013.

Project closure was undertaken by the project manager in May 2013.

Appendix 3 contains evidence for achievement in project integration management.

Knowledge Area 2 Cost management

Within the knowledge area of cost management, this project has demonstrated outstanding achievement in the processes of cost estimation and budget determination.

The guiding principles for cost management of this project were drawn from the Tasmanian Department of Treasury and Finance definition of ‘value for money’:

achieving the desired outcome at the best possible price in purchasing services that were high quality, low risk and fit for purpose, (<http://www.purchasing.tas.gov.au>).

PMBOK (4th Edition) suggests that the processes of estimating costs and determining the budget can be undertaken as a single process in small projects. This was the case for this project. The \$10,000 SCAT funding provided an opportunity to engage the expertise required to develop a long-term weed management plan and to commence 'on-ground' works.

In order to simplify the process of cost estimation, the scope baseline was limited to direct project costs only, without the inclusion of project Reference Group or WILDCARE Deslacs volunteer time or any use of the group's equipment and supplies.

The impact of these significant 'free' resources meant that the project was highly cost-effective. In essence, funding was only used to purchase a narrow range of professional services i.e., the environmental planner and bushcare contractor.

Analogous estimation was used in the procurement of consultants/contractors to develop the management plan and for on-ground works in the sense of understanding what costs were reasonable and represented value for money. Advice from the Reference Group was very useful at this point as these organisations had considerable experience with these professions.

Based on this advice, half of the total funding (\$5,000) was set aside for the development of the Plan and half for the initial on-ground works (\$5,000).

In relation to the on-ground works, however, parametric estimation (based on square metres) and activity cost estimates (based on contractor labour and materials) provided a greater level of accuracy in estimating year one costs. In a practical sense, this meant that the cost and area of initial on-ground works were used to provide estimates for future work.

An example of this is presented at **Appendix 4**.

The value of this approach was to derive 'double value' from the work that could be done within the fixed funding provided through SCAT. It provided 'quick wins' in an immediate reduction of Spanish heath biomass and also informed what could be accomplished as further funding became available.

In March 2013 an application for funding was made to the Wildcare Incorporated Internal Grant Program in order to fund the work to develop the *Eucalyptus ovata* community buffer.

This application was successful and is an example of how the cost management processes of this project have been used to provide leverage on an initial fixed sum in order to increase the budget for this work.

This project was scoped to incorporate the development of the management plan and implementation of year one activities. In terms of cost management, this represents the first stage of a multi-stage piece of work, with the need to implement remaining actions under the work breakdown in the out-years 2-10.

The experience of implementing year one has enabled a greater accuracy in determining the budget required for the out-years. In this sense the whole project has had a role in estimating costs and determining the budget for these remaining years.

The on-ground works undertaken as part of this project provides a baseline for on-going implementation of the management Plan. It has enabled a planned value to be allocated to the remaining work schedule.

Knowledge Area 3 Quality management

Within the knowledge area of quality management, this project has shown outstanding achievement in the process of planning quality, both in relation to managing the project (through the use of TGPMG) and in relation to the product of the project (through the use of expert advice).

Preparation – scoping baseline

The first step in planning quality – scoping baseline – was achieved by mapping the baseline levels of Spanish heath. This data was collected by WILDCARE Deslacs volunteers, prior to the funding offer from SCAT, in a rigorous manner that was an accurate representation of the weed distribution at a point in time before the Plan was implemented. This data allows an estimate of area of occupancy for each separate infestation to be estimated within the Reserve, and for the Reserve as a whole.

For monitoring purposes the survey process can simply be repeated at a later date, and the area of occupancy figure recalculated to see what the difference is. Progress can be seen in the increase or decrease in the area of occupancy of each infestation or for the reserve as a whole. Using a geographic information system, simple analysis of the data can compare areas of infestation through time to monitor progress.

Process – project management methodology

Following the initial June 2012 discussions between WILDCARE Deslacs and SCAT, and prior to the first meeting of the Reference Group in September of that year, a project brief was developed for discussion. This was a deliberate quality management strategy and was communicated to the Reference Group as such at the initial meeting.

At the initial meeting it was also flagged that project outcomes would be prepared for submission for consideration in the 2013 Australian Institute of Project Management Project Management Achievement Awards (PMAA). Stating the aim of submitting the project for PMAA consideration at the start of the project also ensured that best practice in project management was a quality consideration that mattered.

Product – tapping into expert advice

A key stakeholder register was developed and these stakeholders were invited to become involved in the project team through the Reference Group and/or to participate in the public consultation session. The provision of expert advice for quality assurance was highly significant in this project.

In comparison to workplace project management experience, where professional background may provide understanding of the technicalities of project content, volunteer work is not necessarily undertaken by people with relevant skills. Therefore, these skills must be accessed elsewhere, for free if possible.

As a group, the Reference Group provided key information used to develop the project plan, provided an agreed-upon geographic scope for the project and developed overall principles for the project.

Individual examples of expert advice from the Reference Group that worked to improve the quality of the project are listed below, grouped by the four TGPMG project phases:

Initiate

The earliest understandings of the project rationale – were developed in the June 2012 discussions with SCAT.

Set-up

The TPWS representative provided expert advice with regards to National Reserve status. The TPWS representative also provided valuable clarification during the development of project documentation.

The DPIPWE Regional Weed Management Officer provided expert advice in relation to the appropriate weed control methods for the area.

Manage

The CCC representative provided a template for the request for quotation process that was undertaken to identify the environmental planner employed to develop the Plan.

Finalise

The WILDCARE Deslacs Treasurer provided advice in relation to financial accountability and process. The Treasurer was also an experienced project manager and was responsible for mapping the distribution of Spanish heath in public and private land in and around the Reserve.

*Evidence for achievement in project quality management is attached in **Appendix 5**.*

Knowledge Area 4 Communications management

Within the knowledge area of communications management, this project has shown outstanding achievement in the generation, collection, and distribution of project information.

The usual PMBOK processes of *identify stakeholders, plan communications, distribute information, management stakeholder expectation and report performance* were undertaken as part of normal project management.

However, in a volunteer group, communications is an important part of resource generation and gathering. A group with an effective communications strategy will increase their human resources (volunteers and allies) and are more likely to gain access to financial resources (funding grants). Local and sectoral communications were used to promote the project and assist resource generation.

Local communications

In **preparation** for this project, the local communications effort around Spanish heath had been occurring for the three previous years.

Spanish heath was first raised as an issue in WILDCARE Deslacs newsletter #3 in May 2009, when discussions had commenced between the group and TPWS regarding Spanish heath control. The first group volunteer working bee for on-ground removal was held in August that year. Items about Spanish heath removal working bees were included in 2009 newsletters #4 (July), #5 (September); 2010 newsletters #7 (January), #8 (March) and #10 (July).

By 2011, the group realised that the level of on-ground Spanish heath control activity they could manage was inadequate for the size of the problem. Clearly, the strategy needed to change. Newsletter #13 (March) announced the Spanish heath mapping effort, as a precursor to the development of a management plan. Leaflets on the weed were distributed with newsletter #17 (July 2012).

Two newsletters were prepared and distributed to the 230 households within Clifton Beach during the period within which this project was undertaken, newsletter #18 (November 2012) and #19 (April 2013). Newsletter #18 outlined the objectives and proposed outputs of the project. It invited all local residents to the public consultation meeting, held at the project manager's home, to discuss issues with the consultant

employed by WILDCARE Deslacs to develop the plan. Newsletter #19 provided a web address for the plan, flagged the start of on-ground implementation, and the establishment of photopoints for evaluation.

During the project **management** phase, communication with the project Reference Group was generally carried out by email, with telephone and face-to-face communication by exception. Interaction with the Reference Group occurred on a regular, and largely informal, basis during the development of the Plan.

During the on-ground works stage of the project, Reference Group reporting was formalised by the development of Progress Reports. These were circulated in January, February and April 2013.

A project **closure** report was circulated in May 2013.

Sectoral communications

One of the purposes of a broader communications strategy was to demonstrate the credibility of the group within the environmental sector. In order to gain funding WILDCARE Deslacs must be seen as an efficient, effective environmental 'corporate citizen' that can be trusted to be accountable for public monies.

A broader communications strategy was put into place in the development of the WILDCARE Deslacs website http://www.wildcaredeslacs.org.au/groups_details/deslacs. This site now hosts the Plan, which is freely available to any interested member of the public.

In relation to the Spanish heath project, SCAT newsletter #98 (March 2013) included a double page spread on the work undertaken by WILDCARE Deslacs. In addition to informing SCAT newsletter readers about the project, the article discusses the importance of project management as a methodology, and the TGPMG in particular, as a source of guidance for land management projects, providing the link to the eGovernment website. WILDCARE Deslacs also offered to assist other groups with the project management. This article is included in **Appendix 6**

The final report to SCAT will be distributed across similar coastal groups in southern Tasmania. About 45 groups totalling about 600 people, many agencies and all local governments will read this. The result will be that our efforts, results, project management and lesson learned will be shared with a large portion of the sector.

Issues or Challenges

Issue or Challenge 1: Human resource management

Volunteer groups have specific human resource management challenges.

Australian Bureau of Statistics (4159.0 - General Social Survey - 2010) data suggests that 38% of adults 18 years or over had undertaken voluntary work in the last 12 months. Of that group, a little less than 4% were volunteering for environmental organisations. This suggests that only 1.5% of the general population are likely to become engaged in organisations like WILDCARE Deslacs.

Even within that small fraction of the population, different environmental activities will attract different volunteers and community partners. As discussed in the previous section, WILDCARE Deslacs had come to the conclusion that Spanish heath management was too large a problem for the group to address through volunteer, on-ground works alone. It was clear that the human resources available to the group were insufficient for the scope of the problem and this challenge was one of the key rationales behind the project *initiation*.

Project *set-up*, with its focus on building the project team, was dependent on the good will of the Reference Group. The challenge here was that the group included a number of potentially competing interests. The approach taken to this challenge was to identify common values and priorities. All group members agreed it was appropriate, for the purpose of WILDCARE Deslacs and SCAT funding, to be focused around the preservation of areas with the highest natural values. This led to a project focus on the Reserve.

For those members of the Reference Group employed in environmental agencies, their involvement with the project was a very small part of their broader duties. Particularly as the project moved into *management* phase of the TGPMG project lifecycle, the challenge for the project manager was to communicate enough to maintain interest, but not to annoy or overwhelm Reference Group members.

The value of volunteer groups, like WILDCARE Deslacs, is that they can provide a bridge between tiers of government, and public and private land managers. The public consultation meeting, in particular, provided an opportunity for robust discussion between these interests and priorities. While total consensus was not achieved – some private land owners seeking prioritisation for this type of land tenure – it enabled some progress to be made in developing a mutual understanding of the problem.

The *finalise* phase challenge this posed for the project was to ensure that key stakeholders remained alert to the on-going management issues associated with Plan implementation.

The maintenance of sectoral relationships between WILDCARE Deslacs and other organisations will affect subsequent support for funding applications and must be maintained.

While the project has allowed for some shift in the volunteer focus to include monitoring and evaluating progress, a considerable on-ground work schedule remains for WILDCARE Deslacs. At the same time, the mass of weed removal undertaken by contractors will increase levels of community engagement by building a sense of progress.

By definition, volunteer work is a discretionary activity, done outside the paid workforce. The right mix of leadership and inclusiveness is required in order to create sustainability.

Appendix 7 contains material associated with human resource management.

Issue or Challenge 2: Scope management

The scope of this project has been a challenge in that the full extent of Spanish heath in the Reserve has been difficult to determine. Problem definition took a step forward when WILDCARE Deslacs purchased a Global Positioning System in 2009. Since then, volunteers have been mapping Spanish heath outbreaks as they have been discovered.

Expert judgement was essential to the success of the project. As a result of the formation of the project Reference Group, there was a good an understanding of:

- What needed to be done: the practice of weed control for Spanish heath
- How it needed to happen: experience in practical weed control activities
- Who should be involved: experience in contracting environmental consultants and contractors.

It was anticipated that the final scope baseline would be determined by the completed management plan, which included:

- Validation of the field survey data provided by WILDCARE Deslacs
- Classification of high, medium and low priority areas for control
- Specification of control methods for each priority area.

New outbreaks have been discovered, however, in the months following the completion of the Plan.

Although problem scope has been a challenge, the processes of project management have assisted by mitigating some of the uncertainty arising.

The development of the work breakdown structure was useful as both a planning and communications tool.

As the project timeline extended over the Christmas/New Year break, some of the major project milestones and activities were not delivered on time by the

environmental consultant. Alternative timelines were negotiated between the project manager and consultant, to enable smoother management of conflicting priorities

Table 1, below, is an extract from the Section 1 work breakdown structure – outlining the development of the Plan. The missed deadlines are in red. Note that the final deadline for Plan dissemination was reached. Total slippage only added one week to the final report completion.

Table 1. Work breakdown structure – Plan development

Major Project Milestones and Activities			
Description	Scheduled Start	Scheduled Finish	Action Officer
Draft Project Brief developed	26 August 2012	26 August	ES
Reference Group formed	5 September	5 September	ES
Project Plan finalised	5 September	19 September	ES/RefGroup
Consultant brief finalised	17 September	26 September	ES
Funding allocation to WILDCARE Deslacs	19 September	26 September	SCAT
Consultant brief circulated (RFQ)	29 September	13 October	ES
Consultant selection	13 October	22 October	ES
Draft Plan considered by RG	26 November	7 December	ES/RefGroup
Plan finalised	10 December	21 December	Consultant
Plan release and dissemination	7 January 2013	1 February	ES/RefGroup

The process of verifying scope – verifying acceptance of the completed project deliverables – occurred in May 2013. This led to the identification of a number of risks (discussed below).

*Scope management evidence may be found in **Appendix 8**.*

Lesson Learnt: Risk management

Risk management was planned by inclusion in the project brief and the project plan, and risks were identified by discussions with the Reference Group. Due to the relatively small size of the project, no separate risk management plan was developed. Risk responses were planned, however, and actions were taken to enhance opportunities as they appeared. Risks were also monitored in project progress reports. The most significant risk emerged as:

Major Risk 2: Lack of long-term commitment to the agreed plan results in continuing infestation by Spanish heath.

Mitigation Strategy 2: Devise a plan that meets the requirements of all stakeholders; is accepted by all stakeholders; has a long-term view to management and/or eradication; and is of sufficient quality for land managers to use the strategy to lobby for further resources.

While the project itself has been run well, with outstanding achievement and innovation, the long-term ability to implement the Plan remains a significant challenge.

The Plan in itself does not guarantee implementation. The risk that stakeholders believe that the issue is now 'solved' remains a risk to the ultimate success of the project. In fact, the project has enabled the quantification of the scope the problem and the cost of remedial action – both of which indicate a much larger issue than the project team and stakeholders may have realised, at the outset. In addition, as evidenced in **Appendix 9**, the financial resources available for volunteer environmental groups are likely to reduce in the foreseeable future.

PMBOK identifies enterprise environmental factors as including marketplace conditions and political climate and suggests these are included in initial project scope. If, however, these environmental factors alter at the time of project closure, they are more likely to impact on the outcomes realisation of the project.

The TGPMG discuss outcomes realisation in terms of organisational change management. In an interorganisational context, this may not be the best framework for consideration.

PMBOK suggests that the interpersonal skills of the project manager may assist here: leadership, team building, motivation, communication, influencing, decision making, political and cultural awareness and negotiation. Perhaps these skills can be mobilised to (1) locate sufficient regular funding for on-going implementation and/or (2) a renegotiation of project scope, into the future.

The lesson learnt from this project is that a holistic approach needs to be taken to apparently 'technical' issues at the start: instead of focusing entirely on mapping, planning and controlling weeds, projects need to include broader measures like:

- Signage informing visitors to the Reserve about weed hygiene – to raise awareness of the issues and of the work of the group.
- Running workshops on the local experience of natural resource management and on the project management methodology behind this work, to attract a wider audience beyond that of existing, committed conservationists.

These lessons have incorporated into the funding application for the Australian Government Caring for our Country Community Environment Grants Scheme.

Appendices

Appendix 1: Consent documents

Elizabeth Shannon
Wildcare Deslacs
58 Bicheno St
Clifton Beach TAS 7020

19 May 2013

Dear Elizabeth

RE: 2013 Project Management Achievement Awards

I am pleased to endorse the use of the Cape Deslacs Spanish Heath Management Plan project in your submission to the 2013 Project Management Achievement Awards. In addition I am happy to:

- Consent to use of photographs of Wildcare Deslacs activities and the Wildcare logo to support the award submission
- Confirm the Cape Deslacs Spanish Heath Management Plan project plan and budget was approved by Wildcare Deslacs
- Accept the completed Cape Deslacs Spanish Heath Management Plan project as all planned activities have been finalised and the final funds acquittal report is being prepared for the funding organisation

Thank you for driving the project to completion and good luck with your application.

Regards



Ian Mace
President
Wildcare Deslacs

Project Management Achievement Awards 2013 Submission Template

----- Original Message -----

Hi Elizabeth.

The draft looks great and has had much work invested in its production. You have done a fantastic job!
No problems with using Council's logo considering we have offered technical advice through the committee and EOI documentation.

Cheers, Justin

Justin Burgess
Clarence City Council
Asset Management
Natural Assets Officer
PO Box 96 Rosny Park
Tasmania 7018
Tel: 03 6245 8785
Fax: 03 6245 8700
Email: jburgess@ccc.tas.gov.au
Website: www.ccc.tas.gov.au

----- Original Message -----

Hi Elizabeth

You have done well with putting this submission together, it is very thorough. I don't need to add anything else to it.
Good job on managing the project and good luck with submission.
Hopefully down the track we can get some more funds for on ground works!

Cheers, Karen

Karen Stewart
Regional Weed Management Officer
(South)
Invasive Species Branch
**Department of Primary Industries,
Parks, Water and Environment**
Phone: 6233 3650
Mobile: 0417 348 792
Fax: 6223 8603
Level 4, 134 Macquarie Street,
Hobart TAS
GPO Box 44 Hobart TAS 7001

----- Original Message -----

Hi Elizabeth,

What a mighty fine effort!
I've only had a quick scan through but it looks substantial. You'd get my vote if I were and assessor!
SCAT fully supports your use of our logo. If you need it in any different file formats or sizes other than the one on the bottom of my emails, just let me know and I'll send it through.

All the best (and fingers crossed for your application!), Stuart

Stuart Pengelly
Coastcare Facilitator
**Southern Coastcare Association of
Tasmania (SCAT)**
Tel: 03 6221 6160 I Mobile:
0447 003 540 I Fax: 03 6221
6166 I Web: www.scat.org.au
Office: 313 Macquarie St, South
Hobart I Post: GPO Box 632,
Hobart 7001

----- Original Message -----

Hello Elizabeth,

The Parks and Wildlife Service continue to support this project at Cape Deslacs Nature Reserve and Clifton Beach Conservation area, and give consent to use of the PWS logo on the material contained in the project management awards submission.

Good luck!

Regards

Paul Helleman
Senior Ranger
Parks and Wildlife Service
Seven Mile Beach field centre
T: 03 6214 8108
M: 0428 484 053

Appendix 2: Evidence of project outcomes

Figure 1. Cape Deslacs Spanish Heath Management Plan priority areas

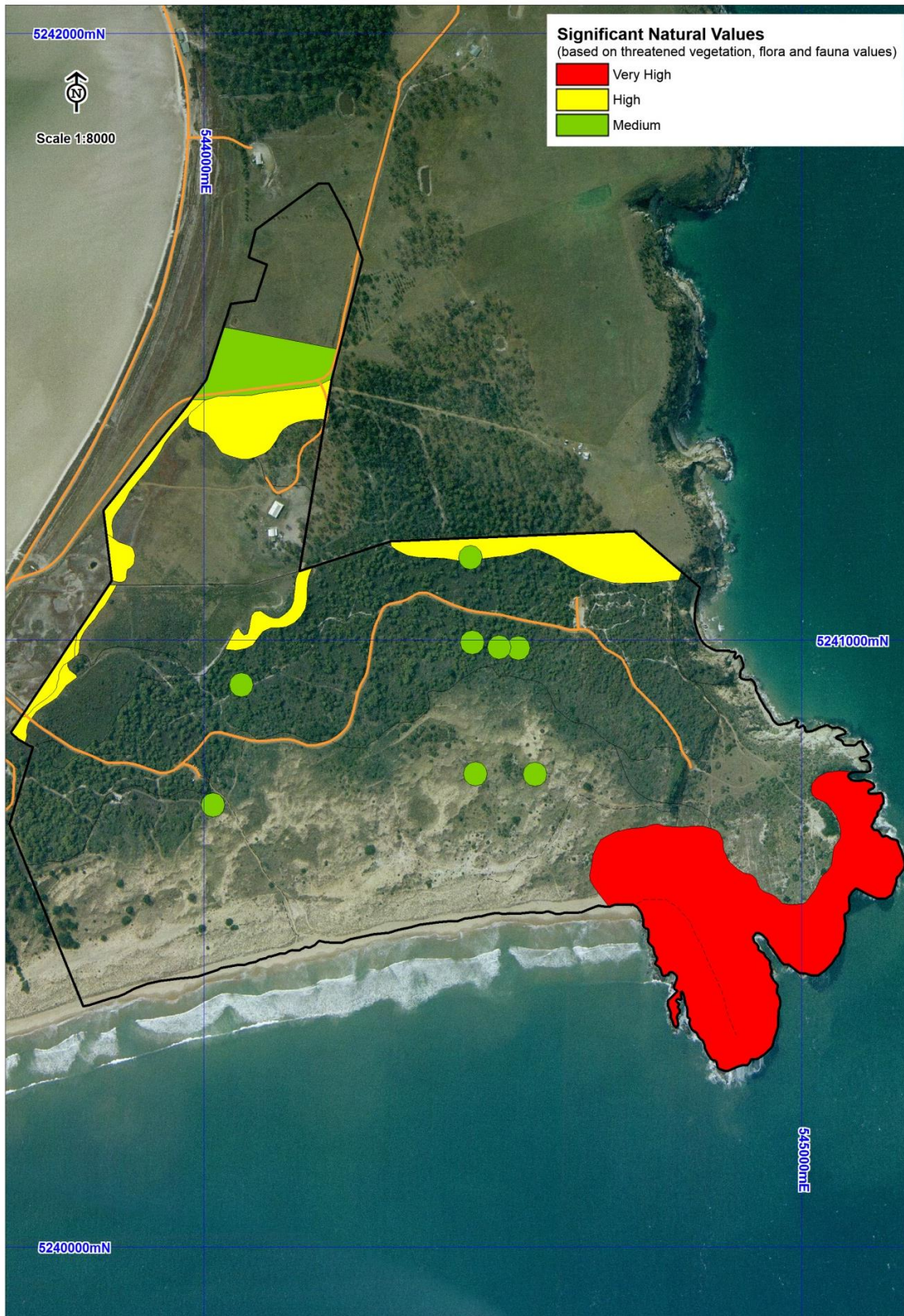


Figure 2 Newsletter articles

WILDCARE DESLACS NEWSLETTER

Spanish Heath Management Plan Public Information Session Next Week

The Southern Coastcare Association of Tasmania, Clarence City Council and Tasmania Parks and Wildlife Service have come together with WILDCARE Deslacs to develop a Spanish Heath Management Plan for the Cape Deslacs Reserve and surrounding areas.

We would like to give local residents a chance to comment on the proposed plan before the consultant finalises it.

Wed 15 November, 7.30-8.30pm
58 Bicheno St Clifton Beach

If you want to get involved, ring 62488557 or email info@wildcaredeslacs.org



The proposed Spanish Heath Management Plan

Why a Spanish Heath Management Plan?

The Cape Deslacs cliff top dune is a rare feature of state significance, with vulnerable fauna and flora. The invasive weed Spanish heath swamps these native ecosystems.

What will the Plan do?

In line with the WILDCARE Inc objectives to foster the care and protection of Tasmania's National Parks and other conservation reserves, natural and cultural heritage (on public and private land), the 10-year Plan will help:

- contain the spread of the weed;
- reduce current infestations; and
- reduce the impact of Spanish heath on sensitive areas.

It will do this by:

- identifying high, medium and low priority areas for control;
- suggesting control methods;
- and developing a series of annual action plans.





Share the wonder
www.parks.tas.gov.au



Welcome to
Clarence
...a brighter place!

Spanish Heath Management Plan On-line and in Action

Thanks to everyone who contributed to the formation of the plan. It is now online at our webpage: http://www.wildcaretas.org.au/groups_details/deslacs



Spanish heath 'cut and paste'

Thanks to funding from the **Southern Coastcare Association of Tasmania**, work has already started on the buffers protecting the Cape Deslacs rookery and salt marsh communities.



Briefing on Cape Deslacs



Setting up photo points

WILDCARE Deslacs has set up photo points to track progress over time and will be running a workshop in July to cut out some of the smaller, isolated outbreaks of this invasive weed.

Appendix 3: Evidence of achievement in project integration management

Figure 3 Project Brief



Date of Report: 26 August 2012
Project Name: Clifton Beach Spanish Heath Management Plan
Project Manager: Elizabeth Shannon
Brief Project Summary Statements*
<p>Objectives:</p> <p>In line with WILDCARE Inc objectives,ⁱ the Clifton Beach Spanish Heath Management Plan ('the Plan') will <i>foster the care and protection of Tasmania's National Parks and other conservation reserves, natural and cultural heritage (on public and private land) by the development and implementation of a weed management plan for Spanish Heath in the Clifton Beach area in order to</i></p> <ol style="list-style-type: none"> 1. reduce the spread of Spanish Heath, 2. contain current infestations, and to 3. remove Spanish Heath from sensitive areas.
<p>Outputs:</p> <ol style="list-style-type: none"> 1. A weed management plan for Spanish Heath in the Clifton Beach area. The Plan will include: <ol style="list-style-type: none"> a. Collation of all data on Spanish Heath infestation in the Clifton Beach area, its distribution and mapping, in order to provide a baseline for management b. Identification of high, intermediate and low priority areas, buffer zones and c. The development of appropriate management regimes 2. Incremental implementation of the Plan
<p>Target Outcomes:</p> <ol style="list-style-type: none"> 1. Increased community awareness of Spanish Heath – infestation and control methods for Clifton Beach 2. A clear, shared understanding of priorities for control 3. Further support for on-going weed management in the area
<p>How will the success of the initiative be measured:</p> <ol style="list-style-type: none"> 1. An increase in the number of property owners and managers coming forward to participate in weed management activities 2. The Plan is accepted by all key stakeholders 3. The Plan forms the basis of future funding applications and on-going management activities
<p>Resources:</p> <p>In addition to the work purchased from contractors (see below), the project will access resources from key stakeholders (see below) as available and required. This may include:</p> <ol style="list-style-type: none"> 1. 'On-ground' volunteer activity 2. Communications via newsletters, internet 3. Other 'in-kind' support
<p>Estimated Expenditure:</p> <p>It is anticipated that the \$10,000 funding allocation from the Southern Coastcare Association of Tasmania (SCAT) will cover the cost of:</p> <ol style="list-style-type: none"> 1. A consultancy to develop a weed management plan, including community consultation 2. Initial 'on-ground' works

Figure 4 Project Plan



SCAT
Southern Coastcare
Association of Tasmania



Clarence
...a brighter place!

WILDCARE Deslacs Project Management Plan

Date of Report: 16 September 2012
Project Name: Cape Deslacs Spanish Heath Management Plan
Project Manager: Elizabeth Shannon

Background

The Southern Coastcare Association of Tasmania (SCAT), has funded a range of community groups to progress local priorities for action. In June 2012, consultation with WILDCARE Deslacs identified the need for a management plan to control the invasive species Spanish heath (*Erica lusitanica*) as the priority issue for this group.

Project funding will be used to (1) develop the Cape Deslacs Spanish heath Management Plan ('the Plan') and (2) commence implementation.

This Project Management Plan has been developed to build on the 26 August Project Brief, incorporating comments provided by the Project Sponsor and Reference Group 5 September meeting, on project components, roles and responsibilities. It will provide broad guidance for the development of consultants' and contractors' briefs.

Objectives

In line with WILDCARE Inc objectives: *to foster the care and protection of Tasmania's National Parks and other conservation reserves, natural and cultural heritage (on public and private land),* WILDCARE Deslacs will work to develop and implement a long-term and inclusive Plan to:

1. Contain the spread of Spanish heath;
2. Reduce current infestations; and to
3. Reduce the impact of Spanish heath on sensitive areas.

This project is sponsored by the Southern Coastcare Association of Tasmania (SCAT), in line with their objective to support communities caring for the coast of southern Tasmania.¹

Outputs

1. A 10-year weed management plan for Spanish heath within the area depicted in Figure 1. The Plan will include:
 - a. Collation of all data on Spanish heath infestation in the Cape Deslacs Nature Reserve ('the Reserve') and adjoining property, its distribution and mapping, in order to provide a baseline for management
 - b. Identification of high, medium and low priority areas for control
 - c. Recommendations and details of control methods
 - d. Development of appropriate management regimes for each zone and an action plan for each year
 - e. Establish a containment line around the Reserve and adjoining infested private property
 - f. Within the containment area identify: outliers, core infestation, and containment line
 - g. Weed hygiene measures
 - h. Weed data uploaded to the Department of Primary Industries, Parks, Water and Environment (DPIPWE) Natural Values Atlas.¹¹

1. Recommendations for monitoring and evaluation in line with relevant standards, policies and regulations
- j. Participation by consultant in public information session to present the Plan
2. On-ground works associated with implementation of the Plan.

Figure 1 Area covered by the Plan



Page 1 of 4

Appendix 4: Evidence of achievement in project cost management

Table 2. 2013-14 Priority 1 areas for treatment: square metres, price and total cost estimates

Plan Year	Priority ¹	Buffer Area Description	Activity since Management Plan	Area (sq m)	New (sq m) ²	Treated (sq m) ³	Total area remaining (sq m)	Treat price (\$ per sqm) ⁴	Cost estimate (\$)
2013	1B	protecting seabird rookery complex	Partially treated SCAT funded	7470		1700	5770	2.67	15405
2013	1B	protecting E. ovata community	Treatment funded by Wildcare Inc	2550		2550		2.67	
2013	1C	protecting saltmarsh community	Partially treated SCAT funded Additional infestation identified	2150	925	1000	2075	2.67	5540
2014	1B	protecting seabird rookery complex		7470			7470	1.60	11952
2014	1B	protecting E. ovata community		2550			2550	1.60	4080
2014	1C	protecting saltmarsh community		2150	925		3075	1.60	4920
			<u>TOTAL</u>	<u>24340</u>	<u>1850</u>	<u>5250</u>	<u>21940</u>		<u>41897</u>

Notes:

1. Priority given to treatment areas in the Cape Deslacs Spanish Heath Management Plan. (IA work to be carried out by WILDCARE Deslacs)
2. Additional Spanish heath infestation mapped since completion of the Cape Deslacs Spanish Heath Management Plan
3. Area treated under implementation of the Cape Deslacs Spanish Heath Management Plan
4. Estimate of treatment price (ex GST) based on treatment work completed. First pass treatment in 2013 based on cost for dense infestation. Second pass treatment in 2014 is based on the cost for sparse infestation.

Appendix 5: Evidence of achievement in project quality management

Figure 5 Project Progress Report



Progress Report

Date of Report: 23 January 2013
Project Name: Cape Deslacs Spanish Heath Management Plan
Project Manager: Elizabeth Shannon, WILDCARE Deslacs

Project Status Monitoring*					
✓	●	●	●	●	Ⓜ
Finalised	OK	OK but not all	In trouble	In danger	On hold
Objectives have been achieved and a project closure report has been created.	Project has been scoped/ defined, a project plan has been approved, there has been an adequate allocation of budget and resources and the project is in progress.	Project is in early stages of development, travelling 'OK' in some but not all of the following: scope, project plan, budget and resources.	Project has all requirements but is 'in trouble' due to other circumstances, such as stakeholder issues. Plan still be successfully implemented if it receives the right level of attention, and/or the risks are effectively managed.	There are serious concerns about project's progress or serious deficiencies in project planning, in scope, project plan, budget and that project resources have not been allocated.	Project is 'on hold' due to external issues that need to be resolved. The issue could be a delay related to another project that has a significant degree of interdependence, a budget problem, or need to change the scope to meet changed requirements.

* Please highlight project status

Background:

WILDCARE Deslacs was formed in 2008 and aims to involve the community in identifying environmental issues in the Cape Deslacs and Clifton Beach area and implementing practical responses. The group has successfully bid for, and managed, funded projects in 2009 (Coastcare/Barefoot Radler Grant), 2010 and 2012 (Clarence City Council Landcare and Coastcare Grants).

The Southern Coastcare Association of Tasmania (SCAT), has funded a range of community groups to progress local priorities for action. In June 2012, consultation with WILDCARE Deslacs identified the need for a management plan to control the invasive species Spanish heath (*Erica lucitanica*) as the priority issue for this group.

Project funding (\$10,000) is being used to (1) develop the Cape Deslacs Spanish heath Management Plan ('the Plan') and (2) commence implementation.

As grant recipients, WILDCARE Deslacs has overall business owner and project management responsibility and accountability for the project. A Project Reference Group supports WILDCARE Deslacs and consists of representatives from the SCAT, Tasmania Parks and Wildlife Service, Clarence City Council, adjoining private property owners and the Management & Conservation Unit, DPIPWE.

Milestones achieved:

Project management has been undertaken in line with the Tasmanian Government Project management guidelines¹ and divided into two sections:

1. Development of the Cape Deslacs Spanish Health Management Plan (completed)

- A project brief developed in August 2012
- Reference Group formed in September 2012
- Consultant Brief circulated (request for quotation) September 2012
- Consultant (North Barker Ecosystem Services) selected October 2012.
- Public consultation held November 2012
- Draft Plan received, comments provided December 2012
- Final Plan received, circulated to WILDCARE Deslacs, Reference Group, interested public, in January 2013



Current activities:

2. Initial On-Ground Works (in progress)

- Implementation schedule as per the Plan, year 1:
 - schedule WILDCARE Deslacs working bees
 - work with Tasmania Parks and Wildlife Service
 - work with private landholders
 - contract bushcare firms for buffer work
- Communications and reporting via email, website, newsletters (the Plan will be made available to the general public via the website http://www.wildcaretas.org.au/groups_details/deslacs)

Risks (by exception):

- Recent bushfires may divert Reference Group, bushcare firms, to other priorities

Report Prepared by: Elizabeth Shannon

Telephone: 0418 126 042

¹ Office of eGovernment, Department of Premier and Cabinet, 2011. *Tasmanian Government Project Management Guidelines*. Webpage viewed 26 August 2012. http://www.egovmment.tas.gov.au/project_management/tasmanian_government_project_management_guidelines

Appendix 6: Evidence of achievement in project communications management

Figure 6 SCAT Newsletter

NEWSLETTER 98  PAGE 8

What's happening in your patch?

WILDCARE Deslacs

By Elizabeth Shannon, WILDCARE Deslacs



WILDCARE Deslacs was formed in 2008 to respond to environmental issues in the Cape Deslacs and Clifton Beach area.

The group undertakes a broad range of activities, including weed control, rubbish clean up, feral oyster removal in the Pipe Clay Lagoon area, revegetation along the Clifton Beach foreshore and carries out measurements for the Tasmanian Shoreline Monitoring and Archiving Project run by the University of Tasmania.

In June 2012, consultation identified the need for a management plan to control the invasive species Spanish heath (*Erica Lucitanica*) as the priority issue for this group.

The Cape Deslacs cliff top dune is a rare feature of state significance, with vulnerable fauna and flora. Spanish heath swamps these native ecosystems.

While WILDCARE Deslacs has been running working bees to try and control the spread of this weed, it continues to threaten the short-tailed shearwater rookery, stands of *Eucalyptus ovata* and coastal saltmarsh communities.

Project funding from SCAT has been used to develop a Cape Deslacs Spanish heath Management Plan ('the Plan') and commence implementation.

In line with the WILDCARE Inc objectives to foster the care and protection of Tasmania's National Parks and other conservation reserves, natural and cultural heritage (on public and private land), the 10-year Plan will help:

- contain the spread of the weed;
- reduce current infestations; and
- reduce the impact of Spanish heath on sensitive areas.

It will do this by:

- identifying high, medium and low priority areas for control;
- suggesting control methods; and
- developing a series of annual action plans.

A Project Reference Group has been formed and consists of representatives from the SCAT, Tasmania Parks and Wildlife Service, Clarence City Council, adjoining private property owners and the Management & Conservation Unit, DPIWE.

Below left and right: Sally-Anne, Ian and Peter 'cut and paste' Spanish heath on the Cape, August 2009.



Project outcomes so far include an increased community awareness of Spanish heath infestation and control methods; a shared understanding of priorities for control; the development of partnerships between land management agencies, community groups and private property owners; and a reduction of Spanish heath biomass.

WILDCARE Deslacs volunteer Elizabeth Shannon has been managing the project in line with the [Tasmanian Government Project Management Guidelines](#).

"I have managed a number of projects at work and have a Diploma in Project Management, so this was a natural way for me to look at what we are doing in our group. It is a good fit with my role as the Communications Officer for the group too: using a recognised methodology like project management means you can communicate pretty clearly about project progress."

"On the other hand, I hadn't done anything in the land management space before, so I really relied on our Project Reference Group. They are the experts – not me – and having their input meant that we got a quality product we could really use."

'Photo points' have been set up on the Cape in order to measure progress over time.

The Plan has been made available to the general public on the group's website: http://www.wildcaretas.org.au/groups_details/deslacs

Elizabeth is also happy to talk to other groups managing similar projects. She can be contacted through the website.



Above: Working together, January 2013 briefing on the Cape.



Above: Setting up photo points in February 2013.



Want to tell us all about your group?

Send through your story (about 500 words) and a few pictures and we will feature your group next month!

Appendix 7: Issue Challenge 1 – Human resource management

Figure 7 Local communications to increase human resources

WILDCARE DESLACS NEWSLETTER 2012 EVENT PLANNER

Your invitation to Join Wildcare Deslacs



A big turn-out for the feral oyster removal.

Along with this newsletter you will find a pamphlet on the weed Spanish Heath in your letterbox today. Thanks to Clarence City Council for providing these. We have been working with the Southern Coastcare Association of Tasmania to develop a Management Plan for our area. If you want to get involved, ring 62488557 or email info@wildcaredeslacs.org



We rely on our volunteers.

Bagging the Litter Problem

The Clarence City Council Foreshore Cleanup Program provides Wildcare Deslacs with regular income for collecting rubbish.

25 fertilizer bags of rubbish were collected in the last year.

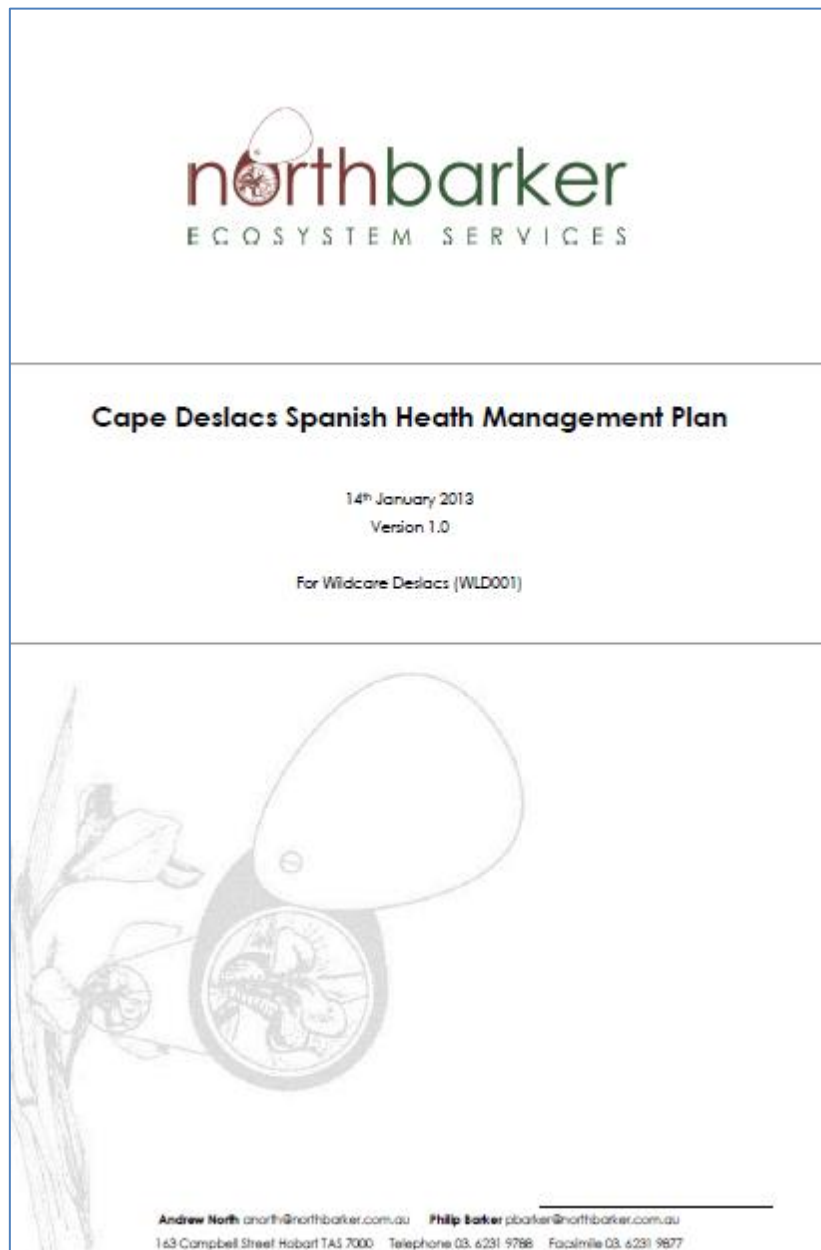
Keeping Clifton clean helps to reduce the amount of littering. Well done everyone!



Welcome to
Clarence
...a brighter place!

Appendix 8: Issue Challenge 2 – Scope management

Figure 8 Cover page of final Plan – delivered 14 January 2013



Appendix 8: Lesson learnt – Risk management



Weeds lose priority in Budget

ABC Rural By Virginia Tepp

Posted Thu May 16, 2013 11:43am AEST



PHOTO: Gamba grass is a Weeds of National Significance. (Sally Vidler: www.weeds.crc.org.au)

Funding for the control of destructive weeds across Australia is not guaranteed with the new Federal Budget.

AUDIO: Future weed funding uncertain (ABC News)

MAP: Mount Isa 4825

For the first time since 1999, Weeds of National Significance (WoNS) will not be given priority funding, and co-ordinators could be out of a job after June 30.

Funding for WoNS has come primarily from the Caring for our Country program since 2008, but the new budget says funds will be "redirected".

Chief of Biosecurity Queensland, Jim Thompson, says the change will mean less certainty for funding to control WoNS in the future.

"The original Weeds of National Significance, when we got agreement from the Commonwealth to fund certain parts of that program they committed to that funding for a significant period of time, but yes it is fair to say that in the past there was much greater