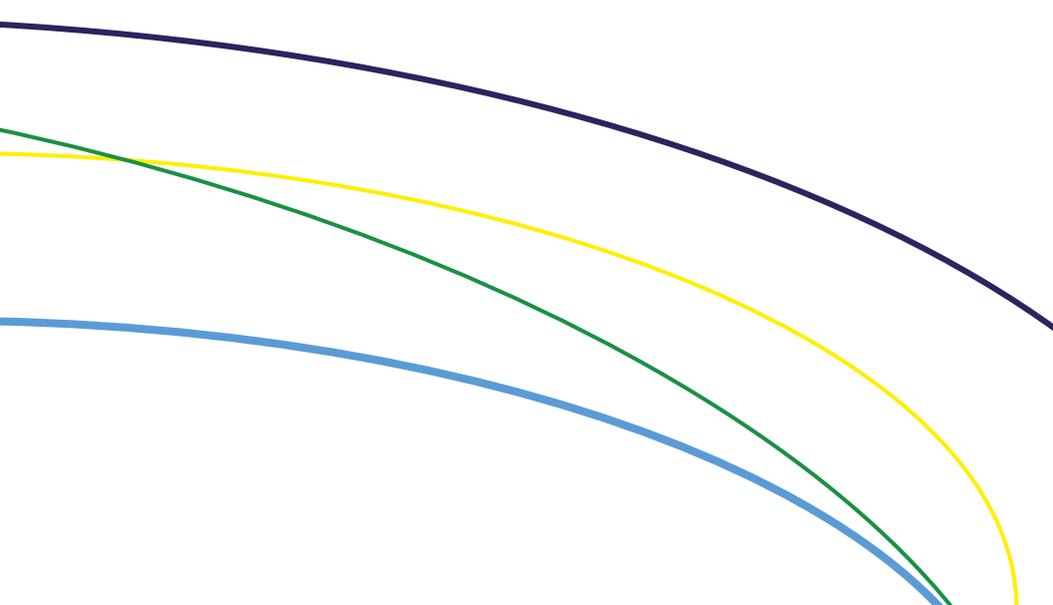




STRATEGIC PLAN 2017 - 2022



EXECUTIVE SUMMARY

The year 2017 is a milestone one for the Oyster Harbour Catchment Group (OHCG), marking its 25th year of operation. It is a robust not-for-profit community group with strong values and focus on preserving the environment for generations to come, for both conservation and land use. The 2017 Strategic Plan provides general information and maps out the next five years of priorities and actions. Key strategies are focused on marketing, capacity, succession, leadership and in continuing to attract funding to support wide scale on-ground actions.

Vision

To foster diverse and prosperous rural, urban and natural environments and landscapes for present and future generations.

Purpose

The purpose of the OHCG is to facilitate, co-ordinate and implement natural resource management through engagement with stakeholders in the Oyster Harbour Catchment and surrounding areas.

Key Objectives

- Objective 1** **Awareness:** Promote natural resource management to the community within the Oyster Harbour Catchment and surrounding areas.
- Objective 2** **Planning:** Encourage the integration of natural resource management priorities into all aspects of strategic planning and land use.
- Objective 3** **Best Practice:** Encourage and assist the development and implementation of appropriate best management practices for biodiversity conservation, sustainable agriculture, waterways and marine management.
- Objective 4** **Participation:** Ensure landholder, local government and broad stakeholder participation in the activities of the Oyster Harbour Catchment Group Inc.
- Objective 5** **Implementation:** Implement relevant on-ground activities.
- Objective 6** **Culture:** Be an organisation that is sustainable, supportive and enjoyable.
- Objective 7** **Governance:** Provide strong leadership, accountability and financial responsibility.

CONTENTS

EXECUTIVE SUMMARY	i
FOREWORD	1
ACKNOWLEDGEMENTS	2
PURPOSE OF DOCUMENT	2
THE OYSTER HARBOUR CATCHMENT GROUP INC.	2
History and Status.....	2
OHCG Management Committee.....	3
OHCG Staff	3
Stakeholders and Partnerships.....	3
SWOT Analysis	5
THE OYSTER HARBOUR CATCHMENT	6
Location and Geography.....	6
Rainfall	7
Soils	7
Groundwater.....	8
Landuse	8
Natural Assets; A Biodiversity Hotspot	8
FURTHER READING	10
THE STRATEGIC PLAN.....	11
Vision.....	11
Purpose	11
Values.....	11
Core Business	11
Objectives and Strategies	11
Performance Monitoring and Evaluation	13
REFERENCES	13
2017-2022 ACTION PLAN	14

FOREWORD

Thoughts on the future management of the Kalgan River - Steve Janicke

In 1994 Dr Luke Pen completed an assessment of the condition of the Kalgan River floodway along some 90 Km of the main trunk¹. During that survey, he talked with landholders to gain information about the history of the river and what they desired for the future. This holistic assessment was the first of its kind on the South Coast and one of the first in WA and it initiated similar assessments for other rivers and these are still being planned for various catchments. The goal was to determine the environmental health of the river, but also what actions would help to protect its natural values and where possible, improve them. The work of Luke Pen sparked a vision in the community and the vision attracted a lot of interest, federal funding and agency support. People wanted to see a good result. This was a huge impetus for the formation of the OHCG. At the same time, there was growing agency focus on the condition of Oyster Harbour since this was the end point of waters flowing from the catchment. The Department of Agriculture fostered a strong research focus on the catchment soils in an effort to understand nutrient pathways leading into the waterways and to find out how to reduce off farm impacts. The Waterways Commission focused on surface water discharge and water quality. As it turned out Princess Royal Harbour got the lion's share of resources due to macro-algae blooms and the impacts on sea grass meadows. Community perception of the vision seems to be indistinct and agency focus has waned compared with the 1990's.

In 1997 Luke and Green Skills had extended the condition assessment² to a number of the larger tributaries of the Kalgan as well as the Upper Kalgan main channel. Luke Pen's original realization was that the Kalgan River was in better condition than he had initially thought. That fact enabled some tangible goals to be formulated regarding improving that condition in a measurable way as a percentage increase in condition rating. Areas of remnant bush also became a focus for rehabilitation and the goal was facilitated by the Gondwana Link concept that aimed to not only rehabilitate isolated natural bush remnants, but to link these as much as possible (Ranges Link). This grand vision, which seems very ambitious at times, has nonetheless motivated many people to try and much has been achieved. The need of an ambitious vision cannot be underrated. Communities rally to a challenge, despite the inevitable objectors. I suggest this is something the OHCG does well to enlarge and promote in the strategic plan.

The three ingredients for project actions, as always, are embodied in the Plan-Act-Assess cycle and each of these ingredients needs to be adequately addressed, particularly the Assess component, which is why strategic planning is essential. It is important to distinguish between strategic planning and project planning, although they are synergistic.

There is another strategic ingredient, one that is critical to future project activity. It is the continued promotion of a vision and demonstrating how completed projects complement that. That vision should be based on a clear understanding of where the entire catchment community is at with respect to the value of the waterways and what their aspirations are individually. Sustaining community interest in pursuing project development is harder to achieve than simply seeking opportunities for scattered on-ground rehabilitation projects. Periodic projects aimed at gaining demographic understanding are paramount and are more than specific community engagement exercises as adjuncts to on ground projects. This is why a compelling vision is better built upon current community values.

¹ The Condition of the Kalgan River Foreshore 1992/93. Waterways Commission Report No 52 (1994).

² Survey of River Foreshores in the Oyster Harbour Catchment 1997.

ACKNOWLEDGEMENTS

The OHCG Strategic Plan 2017 – 2022 is the result of many hours of dedicated volunteer effort by the 2017 Management Committee. Clear South was engaged to assist in developing the detailed Action Plan and to bring the document together. Many thanks to all who were involved.

PURPOSE OF DOCUMENT

The purpose of this Strategic Plan is to guide the OHCG's priorities and actions over the next five years. The group recognise the need to monitor and evaluate the plan's effectiveness and the need to widely communicate this to its stakeholders.

During 2017/2018, the OHCG has focused on tidying up governance and business management processes to more fully compliment the groups' project work. As such, the Strategic Plan will be compiled with other important governance documents (such as the OHCG Marketing Strategy and policy and procedures) to form an induction pack for Committee and staff members going forward.

THE OYSTER HARBOUR CATCHMENT GROUP INC.

History and Status

The Oyster Harbour Catchment Group was established in 1992 as a community catchment group, with the aim of protecting and rehabilitating the Kalgan River System. It became an incorporated body in 1994. Now in its 25th year, the group celebrates the results which have been achieved. In working with a range of stakeholders, the OHCG has:

- Attracted many millions of dollars of funding, all matched at least dollar for dollar by project participants,
- Coordinated many hours of volunteer labour, and
- Implemented an extraordinary amount of on-ground activities. On-ground activities have included:
 - Fencing of creeks and remnant vegetation,
 - Revegetation of remnant vegetation and waterways (including; buffering and establishing wildlife corridors),
 - Establishment of perennial pastures to intercept and utilize excess water and nutrients,
 - Installation of engineered earthworks to address salinity or waterlogging,
 - Surveying of vegetation communities and priority fauna, and
 - Pest plant and animal species control.

Beyond the on-ground works, the OHCG has been committed to raising awareness of environmental issues, with landholders and the wider community, and promoting the benefits of conservation and good land management. The group has been involved in all levels of regional planning and with developing and implementing the regional strategy. The group have been steadfast in their resolve to ensure that there is an active team of staff members to implement projects, the level of which has fluctuated over the group's 25 year history, predominately as a result of government funding climates and models.

The OHCG is the key natural resource management group of the Oyster Harbour Catchment and forms one of the three community natural resource management (NRM) groups for the Albany Hinterland sub-region of the overall South Coast NRM region.

The OHCG wishes to acknowledge historic support of the Land Conservation Districts Committees in the Kalgan LCDC, Napier LCDC and Manypeaks LCDC. The OHCG now work to continue with the LCDC's legacies in the Oyster Harbour catchment and beyond.

OHCG Management Committee

The OHCG Management Committee is comprised of farmers, scientists, NRM specialists, interested community members and other stakeholder groups (such as Department Primary Industries and Regional Development). The 2017/2018 OHCG Committee are:

- Chair: Heather Adams
- Vice Chair: Lucia Quearry
- Secretary: Jan Williamson
- Treasurer: Judy Hunt
- Committee Members:
 - Elisabeth Braun
 - Steven Janicke
 - Geraldine Janicke
 - Ivan Edwards
 - David Williamson
- Other Groups represented on OHCG Committee:
 - South Coast NRM Representative: David Broadhurst
 - SCNRM Western Area Representative: Ian King
 - Department of Primary Industries and Regional Development: TBA
 - Friends of the Porongurup Range: Lucia Quearry
 - Kendenup Bushland Management Group: TBA
 - King River Weed Action Group: Steve and Geraldine Janicke, Justin Hardy (TBA)
 - King River Stewards: TBA, Johanna Tomlinson - proxy
 - Department of Water, WA: Karen McKeough (TBA)
 - Green Skills Inc and Friends of Yakamia Creek: Anne Sparrow
 - Shire of Plantagenet: Alexandra Tucker
 - City of Albany: Alexandra Tucker

OHCG Staff

The staffing levels of the group fluctuate depending on the projects funded and investment by the group. As of October 2017, the OHCG staff positions were:

- Landcare Officer (National Landcare Program and State NRM Community Action Grants), Claire Bartron,
- Project Officer (Regional Estuaries Initiative), Bruce Radys,
- Project Officer (State NRM Community Capability Grants), Jenni Loveland, and
- Secretary, Jan Williamson.

The OHCG engages and invests in casual staff and consultants on an as needs basis.

Stakeholders and Partnerships

The OHCG works in partnership with a range of organisations and programs, in the spirit of collaboration, to ensure maximum benefit from the available resources. These include:

Community Groups:

- Albany Wildflower Society,
- Baldja Maar Foundation,
- BirdLife Australia,
- Conservation Council of WA,
- Friends of the Porongurup Range,
- Friends of Yakamia Creek,
- Gillamii Centre Inc.,
- Gondwana Link Inc.,
- Kalgan River Stewards,
- Kendenup Bushland Management Group,
- King River Action Group,
- South Coast Natural Resource Management Inc.,
- Stirlings to Coast Farmers Inc.,
- Weedy Wattle Action Group (linked to Green Skills),
- Wilson Inlet Catchment Committee Inc., and
- Young Naturalists (link to Museum).

Government and Agencies:

- Australian Government's National Landcare Programme,
- City of Albany,
- Department of Biodiversity, Conservation and Attractions,
- Department of Fisheries (including: RecFish West),
- Department of Primary Industries and Regional Development,
- Department of Water and Environmental Regulation,
- Landcare Australia,
- Local Government Alliance (Mt Barker, Albany and Denmark),
- Mount Barker Community College,
- Museum of the Great Southern,
- Shire of Plantagenet,
- South West Aboriginal Land and Sea Council, and
- Western Australian Government's State NRM Programs.

Sponsors and Business Partners:

- Agrimaster,
- Albany Farm Tree Nursery,
- Andrew Adams,
- Cartehil Accountants,
- Clear South,
- CR & LE Dusenberg,
- Elders Rural,
- Gondwana Seeds,
- Green Skills Inc.,
- ICS Group,
- Kendenup Fencing Contractors,
- Kurraca Pty Ltd,
- Mini Mals Australia,
- Minorba Sawmill,
- Mt Barker Chicken,
- South Coast Environmental,
- Universities; including: University of Western Australia and Curtin University,
- Waratah,
- Weed removal/ planting/ earthworks contractors and groups,
- Wendy Bradshaw, and

- Sandra Gilfillan.

Funding sources:

- Lotterywest,
- Shire of Plantagenet,
- South Coast Natural Resource Management Inc., and
- Western Australian Government's State NRM Program.

SWOT Analysis

As part of strategic planning processes and in the development of the OHCG Marketing Strategy document, the committee undertook a SWOT analysis with results presented in Table 1. Both documents seek to address the majority of the items raised.

Table 1: SWOT Analysis (undertaken 23rd August 2017).

STRENGTHS (Internal organisational attributes helpful to achieving the objective.)	WEAKNESSES (Internal organisational attributes harmful to achieving the objective.)
<ul style="list-style-type: none"> • Innovation, • Have attracted investment (\$), • Residual funding, • Continuity, • Landholders on committee, • We exist and have for a long time (25 years), • Good track record, • Lots of experience, • Diversity of skills, • Dedicated committee and members who are hands on, driven and loyal, • Expertise, • Heather Adams, • Flexible in funding environment, • Good partnerships (Gondwana Link, Green Skills, Friends of the Fitz), • History of strong links with government agencies, • People want to work in the area, • Strength in partnership with sub-regional groups, • Run on the smell of an oily rag, • Many successfully completed projects, • Practical implementation, hands on (especially compared to others), • Goal driven group • Good reputation (project delivery), • Outrageously opportunistic, • Good level of staffing currently, • Good quality of staff (current and previous), • Competing favourably in wages environment, and • Independence (less red tape). 	<ul style="list-style-type: none"> • Time (everyone), • Other community commitments, • Funding, • Not managing records well, • No policy and procedures (no time to do business), • Applying for funding is time consuming (not funded – lack of capacity), time away from implementing funded projects, • Being reactionary, • Dealing with dieback (link to South Coast NRM), • Not good at publicising what we do, • Depending on small number of committee members, • Drawing younger people in to the committee, • Burnout of committee and members, • Succession planning strategy, and • Having skill of “gracious engagement”.
OPPORTUNITIES (External environmental attributes helpful to achieving the objective.)	THREATS (External environmental attributes harmful to achieving the objective.)
<ul style="list-style-type: none"> • High profile natural assets, • Staff are attracted to environment, location and the good projects. • Develop mentors, • Younger generation/ family friendly projects and activities, • Vested interests, cultural paradigm shift • Opportunity to preserve and rehabilitate (successful projects), • Give time to documenting project progress (M&E). • Information feedback to funders and community, • Location, • Have more effective archiving, • Document what we do better (Project Idea – case studies), • Shorter clearing history to build profile at natural level (promotion on wider scale), 	<ul style="list-style-type: none"> • Funding and short-term nature, • Political focus, • Environmental disasters, • Extreme weather events (ie: fire and flood), • Fire control legislation, • Disconnect/ break with landholders, • Loss of committee, brains trust, history (succession), • Increasing population unfamiliar with Landcare/ NRM, • Urban development and increase in peri-urban, • Failure to spawn new opportunities, • Social engagement difficulties, • Eutrophication and erosion of waterways, • Loss of biodiversity,

- | | |
|--|---|
| <ul style="list-style-type: none"> • Landscape allows for breadth of project opportunities, • All rivers drain to lakes/ estuaries to South Coast/ Albany, • Don't have as many bad weeds – we can win, • Population (experts, volunteers, man power, audience), • Prosperous and reliable farming area, • Diverse agricultural landscape and products, • Evolving political trends, • Opportunity to improve environment and production, • Tourism (promotion on the wider scale), including through traffic, and • To be proactive in project development (have been sitting there). | <ul style="list-style-type: none"> • Introduced weeds and pests, • Soil health issues including: salinity, acidity and non-wetting, • Community engagement (maintaining relevance and engagement with community), and • Ongoing secure funding. |
|--|---|

THE OYSTER HARBOUR CATCHMENT

Location and Geography

The Oyster Harbour Catchment is situated along the South Coast of Western Australia and is a part of the South-West Botanical Region. It stretches from Albany through to Tenterden, across the Stirling Ranges to Chillinup and South to, but not including, Two Peoples Bay. The entire area is approximately 3000 square kilometres and includes populated centres of the City of Albany and the townships of Mt Barker, Porongurup and Kendenup. There are a total of 48 sub-catchments contained within the Oyster Harbour Catchment.

The Oyster Harbour is the centre catchment of the Albany Hinterland and shares its common borders with the Wilson Inlet Catchment to the West and Albany Eastern Hinterland to the East. These catchments fall into the South Coast Natural Resource Management Inc. area of responsibility that includes the South Coast, from Walpole in the West to Esperance in the East. In recent years the OHCG has also worked in adjoining areas of the Albany Eastern Hinterland.

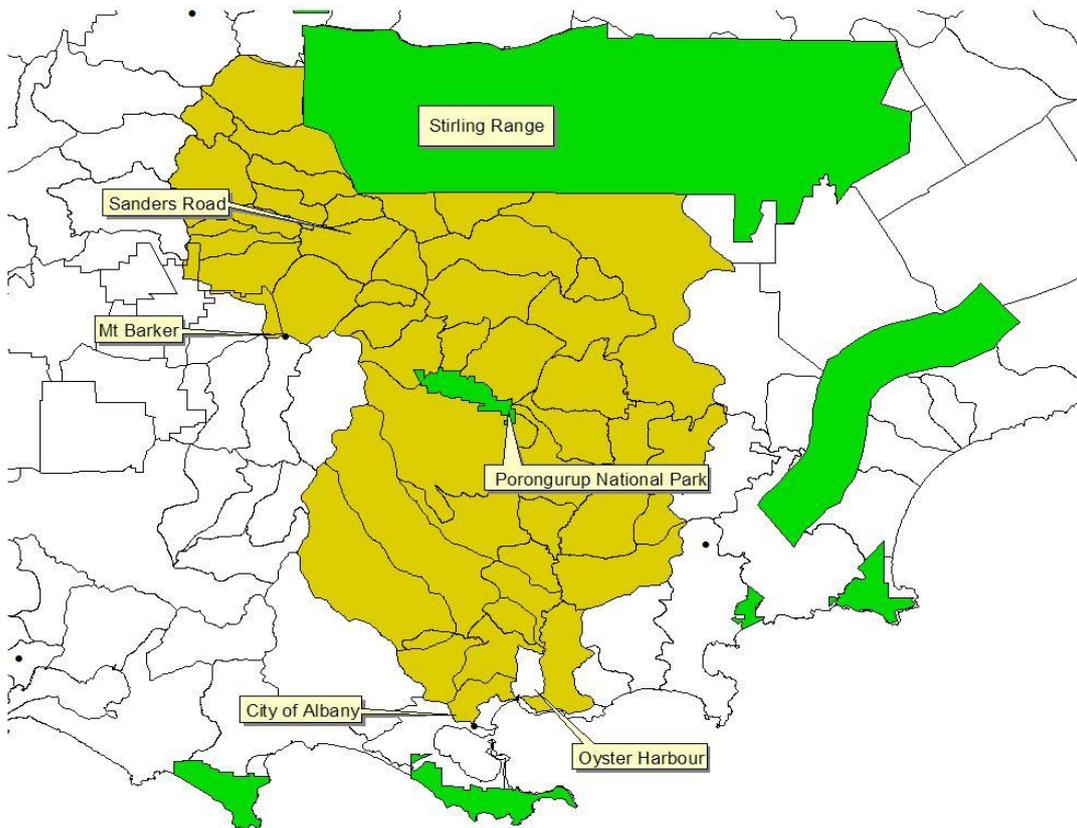


Figure 1. The Oyster Harbour Catchment boundaries identifying sub-catchment boundaries within. It includes the City of Albany, Mt Barker and the Oyster Harbour.

Rainfall

Rainfall varies greatly between the southern and northern parts of the catchment with an annual average of around 950mm closer to the coast, compared to 450mm in the north. Soil types also vary from north to south. The northern and central areas of the catchment are dominated by tertiary sediments over granitic bedrock and the terrain is undulating with low lying stagnant flats. Whilst in the southern parts the soils are derived from granitic material and the landscape is more dissected.

Soils

The most common soil supergroup in the Oyster Harbour Catchment is the ironstone gravelly soils representing 28 percent of this area, followed by deep sandy duplexes (20 percent), deep sands (13 percent) and wet or waterlogged soils (12 percent).

Table 2. Soil super groups.

Soil Supergroup	Area (ha)	Area (%)
Ironstone Gravelly Soils	105,000	28
Deep Sandy Duplexes	76,000	20
Deep Sands	48,000	13
Wet or Waterlogged Soils	47,000	12
Shallow Sandy Duplexes	35,000	9
Rock or Stony Soils	34,000	9
Other Soil Super groups	33,000	9
Total	378,000	100

Soil groups are defined within soil super groups and are used to identify the soil component of the land resource datasets maintained by the Department of Primary Industries and Regional Development. Duplex sandy gravel, grey deep sandy duplex and pale deep sandy soils are the most common soil groups in this area, together covering 44 per cent of the Oyster Harbour Catchment (Table 3). All other soils were found in less than 9 per cent.

Table 3. Soil groups.

Soil group	Area (ha)	Area (%)
Duplex Sandy Gravel	66,000	18
Grey Deep Sandy Duplex	62,000	16
Pale Deep Sand	43,000	11
Grey Shallow Sandy duplex	30,000	8
Wet Soil	26,000	7
Stony Soil	22,000	6
Shallow Gravel	20,000	5
Semi-wet Soil	14,000	4
Deep Sandy Gravel	13,000	3
Bare Rock	12,000	3
Yellow/Brown Deep Sandy Duplex	12,000	3
Grey Shallow Loamy Duplex	7,000	2

Loamy Gravel	7,000	2
Other Soil Groups	44,000	12
Total	378,000	100

Major soil degradation hazards in this area include subsurface soil compaction, water repellence, soil acidity, water erosion and wind erosion.

Groundwater

Groundwater flow systems are local and roughly align with the direction of surface drainage. The more dissected areas have a high groundwater gradient, which allows groundwater to move towards low-lying discharge areas such as creeks and valley floors. Shallow bedrock can partially obstruct groundwater flow and causes hillside seeps in this region. Dykes and shear zones may also affect groundwater flows.

Groundwater levels have had a rising trend. This trend continues until valley floors and creek lines become discharge zones and discharge rate equals the rate of recharge in upper parts of the areas. Salinity, inundation and water logging affects discharge zones and their fringes, where groundwater is <1.5m from the soil surface.

Because groundwater flow systems are local, the salinity issues are caused by recharge in the nearby areas. Treatment of recharge zones in this area will have a quick effect on salinity of landscape and groundwater levels will start to drop a few years after treatments. Growing perennial pastures are the best option in the Oyster Harbour Catchment area. Lucerne is the best perennial for reducing recharge and using groundwater, and Kikuyu is the next best option.

Landuse

Land use varies with the northern end of the catchment dominated by cropping (wheat, canola and barley) and sheep production. The central region consists mainly of sheep and cattle production with some viticulture and agro-forestry. The lower part of the catchment includes cattle and sheep production, intensive horticulture and agro-forestry plantations.

Natural Assets; A Biodiversity Hotspot

The catchment is rich in natural assets, particularly its biodiversity. The catchment is located within the Southwest Australia Ecoregion, an internationally recognised biodiversity hotspot (Conservation International, 2017). This was the first biodiversity hotspot identified in Australia, with 15 currently registered (Lambers, 2016; Hales, 2014).

The catchment contains many natural assets such as the Oyster Harbour, the Kalgan River, the King River, the Porongurup National Park and the Stirling Range National Park. In total, there are approximately 31 Nature Reserves and 38 listed Heritage Sites within the catchment.





Figure 2: The Kalgan River is a major river system running through the Oyster Harbour Catchment. It is approximately 118 km in length, starting up near Tenterden and draining into the Oyster Harbour near the City of Albany.

The Oyster Harbour Catchment has a wide variety of native vegetation assemblages that varies due to soil variations and differences in rainfall. There are 5 known major assemblages found within the confines of the catchment boundaries.

The main vegetation types around the coastal areas include stands of paper barks and reeds around the harbour and wetlands. There are also mixed Jarrah and Banksia heaths and Jarrah and Karri are found on sand dunes. You can commonly find peppermint woodlands in low-lying areas and in between dunes. Slightly inland from the coastal areas you will find low Jarrah, Marri and Wandoo.

Vegetation along the Kalgan River is very different at either ends of the river due to the different climatic environments. Assemblages include low Jarrah and Marri and some Karri, Sheoak and Yate further north in the lower reaches of the Kalgan. You would commonly find low Jarrah, Wandoo, Yate and Mallee in the headwaters of the Kalgan.

The vegetation on the Porongurup include large stands of Karri divided by stands of Jarrah, Mallee and Marri, these commonly mix as well and can be located on the lower slopes. Surrounding lowlands contain mostly scrub with examples of Banksias, Jarrah and Mallee.

The area North of Mt Barker to the Kendenup area contains populations of Jarrah, Marri and Wandoo woodlands with pockets of Mallee and Sheoak woodlands.

The final major area is the Stirling Ranges with varying assemblages from the high to low slopes. The high slopes contain Jarrah woodlands changing into open Eucalypt woodlands on the lower slopes. Vegetation in the valleys usually consists of Jarrah, Marri and Wandoo.

The types and distribution of native animals varies from one end of the catchment to the other. This is due to the different environmental conditions between the upper and lower catchment and changing floral

assemblages. Some of these species can be found all over the catchment and in neighbouring catchments. There have been 13 recorded examples of migratory birds found around the catchment. The catchment contains approximately 30 mammal species and, 240 bird species, 30 reptile species and an unknown number of amphibians.

FURTHER READING

For further reading on the history, work carried out by the OHCG in the catchment and surrounds, and general information about the catchment, please see:

- Various documents produced by Steve Janicke (see: <http://janicke.com.au/about-us-2/>).
- DAFWA: Rapid Catchment Appraisals.
- South Coast Snapshot, published by SCNRM in 2017. Available at: http://southcoastnrm.com.au/images/user-images/documents/publications/Snapshot_-_full.pdf
- The Condition of the Kalgan River Foreshores 1992/93 published by Albany Waterways Authority, Oyster Harbour Catchment Group Inc and the Department of Agriculture of WA November 1994.
- Survey of River Foreshores in the Oyster Harbour Catchment 1997 by APACE Green Skills and Dr Luke Pen, Water and Rivers Commission.
- Middle Oyster Harbour Strategic Catchment Project Final Report, November 2009.



THE STRATEGIC PLAN

Vision

To foster diverse and prosperous rural, urban and natural environments and landscapes for present and future generations.

Purpose

The purpose of the OHCG is to facilitate, co-ordinate and implement natural resource management through engagement with stakeholders in the Oyster Harbour Catchment and surrounding areas.

Values

The OHCG will work together and uphold the core values of the group:

- **Sustainability:** Advocate for the environment and best practice management. In doing so, have a flexible, longer-term approach and assist stakeholders in building resilience.
- **Excellence:** Deliver a quality service and maintain a high standard of project and business management.
- **Strong Partnerships:** Be open and collaborative through excellent communications and relationship management.
- **Ethical Operations:** Be accountable, respectful and honest in all operations.

Core Business

- Innovative project development, implementation, evaluation and management.
- Facilitation of environmental and agricultural on-ground works and events.
- Coordination of data collation, analysis and evaluation.
- Operate an efficient, accountable and sustainable organisation.
- Act as a point of contact for the community and external parties.
- Provide relevant and up to date information and stimulate ideas.
- Promote the Oyster Harbour Catchment Group.
- Building community capacity.
- Proactively source funding opportunities.

Objectives and Strategies

Objective 1: Awareness - Promote natural resource management to the community within the Oyster Harbour Catchment and surrounding areas.

Key Strategies:

- 1.1. Facilitate the provision of information to the community.
- 1.2. Promote the value, positive perception and appreciation of the natural environment.
- 1.3. Advocate and lobby for funding and recognition of agricultural and environmental significance to all levels of government and non-government organisations.
- 1.4. Facilitate opportunities for community interaction with the natural environment.
- 1.5. Identify and support local champions in their efforts to raise awareness.
- 1.6. Develop improved communication strategies and methods using multiple platforms including available technologies.
- 1.7. Develop productive relationships with local media.



Objective 2: Planning - Encourage the integration of natural resource management priorities into all aspects of strategic planning and land use.

Key Strategies:

- 2.1. Identify and develop potential new activities and opportunities.
- 2.2. Support other community groups to develop relevant proposals and activities.
- 2.3. Promote matching land use to land capability.
- 2.4. Develop research projects which promote innovation and best practice.
- 2.5. Encourage local government collaboration and support.
- 2.6. Continue to engage and build relationships with existing funding entities.
- 2.7. Pursue grants and corporate sponsorships.
- 2.8. Ensure the group maintains a full-time project officer.

Objective 3: Best Practice - Encourage and assist the development and implementation of appropriate best management practices for biodiversity conservation, sustainable agriculture, waterways and marine management.

Key Strategies:

- 3.1. Create, promote and deliver relevant information to the catchment.
- 3.2. Collect and disseminate current research and materials.
- 3.3. Demonstration of innovation.
- 3.4. Promote a balance between conservation, agriculture and other industries.
- 3.5. All activities need to have a monitoring and evaluation component.
- 3.6. Monitoring and evaluation is to be simple to implement and interpret.

Objective 4: Participation - Ensure landholder, local government and broad stakeholder participation in the activities of the Oyster Harbour Catchment Group Inc.

Key Strategies:

- 4.1. Improve understanding of community values and expectations.
- 4.2. Facilitate the provision of information to the community.
- 4.3. Promote and provide access to relevant, quality field days, events and workshops.
- 4.4. Establish and support local likeminded groups.
- 4.5. Provide access to equipment and resources.
- 4.6. Collect and disseminate current research materials.
- 4.7. Develop beneficial partnerships.

Objective 5: Implementation - Implement relevant on-ground activities.

Key Strategies:

- 5.1. Coordinate, manage and deliver on-ground works.
- 5.2. Match appropriate grant funding and sponsorship with on-ground priorities.
- 5.3. Provide administrative and technical support.
- 5.4. Bulk purchase materials and support local business where possible.
- 5.5. Acknowledge the involvement of project partners.
- 5.6. Complete all reporting requirements.
- 5.7. Manage a database of group activities.

Objective 6: Culture - Be an organisation that is sustainable, supportive and enjoyable.

Key Strategies:

- 6.1. Build community trust by operating with integrity.
- 6.2. Encourage behaviour that is inclusive, innovative and informative.
- 6.3. Have a positive and consultative organisation that encourages contributions from members, staff and stakeholders.
- 6.4. Encourage local champions and new members.
- 6.5. Provide opportunities for staff development.
- 6.6. Provide training opportunities to improve the capacity of the group.
- 6.7. Recognise and celebrate achievements.

Objective 7: Governance - Provide strong leadership, accountability and financial responsibility.

Key Strategies:

- 7.1. Comply with the West Australian Associations Incorporation Act 2015.
- 7.2. Maintain acceptable ethical standards.
- 7.3. Provide clear policies and procedures for effective management.
- 7.4. Provide training to members and staff to ensure correct procedures are followed.
- 7.5. Be open and transparent.

Performance Monitoring and Evaluation

Core success indicators will be:

- Securing ongoing funding to maintain at least one full-time Project Officer,
- Number of successful grant applications and projects completed,
- Number of landholders involved with group activities,
- Number of OHCG financial members, and
- Number of OHCG active (regularly attending meetings, involved in sub-groups, assisting in core business functions) committee members.

Further to these core success indicators, the 2017-2022 Action Plan provides for more detail regarding key performance indicators for strategies and actions.

Monitoring and evaluation of projects are as per project plans. Monitoring and evaluation of the OHCG business will be conducted by way of a review undertaken and reported on annually at the Annual General Meeting amongst other annual reports presented.

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2017-2022 ACTION PLAN

Last updated: 22nd November 2017

Note: Priority ranked on ability, capacity and focus of the group at the point in time in which the action plan was updated.

ACTION	PERTINENT OBJECTIVE/S	PRIORITY	DETAILS	WHO	RESOURCES (incl. COST, PARTNERS)	TIMEFRAME	KEY PERFORMANCE INDICATORS
1. Celebrate and promote 25 years of action and service to community.	6 and 7.	Very high	Deserves to be celebrated. Could add on to planned community event. Could put as a by-line for 2018 – “25 years of NRM” on all stationary. Need to let all stakeholders know of milestone achievements.	Committee and staff (Communications Officer) with all members and wider community.	Funds – link to project where community event is already planned.	Plan in November 2017 for celebration in early 2018.	Stakeholders aware of 25-year milestone.
2. Upgrade and promote OHCG website – project based.	All	Very high	Currently funded.	Landcare Officer and Committee	Funded, time critical.	June 2018	Site completed. Hits on site.
3. Investigate opportunity to utilise contractors to assist with marketing of OHCG as a way of increasing capacity.	All	Very high	Be aware of opportunities and sources of funding for such.	Committee, staff	Cost	Ongoing	Increase in marketing activity and reported annually (AGM).
4. Develop and maintain an adequate database for stakeholders (clients) in the catchment.	6 and 7.	Very high	Currently progressing opportunity with SCNRM for a regional project. Privacy and disclosure of information is a risk to be managed. To include landholders, professional contacts, Shire and City representatives.	Chair, Communications Officer and Clear South	Funds, time. SCNRM potential partners as well as other sub-regional groups.	Something in place by 2018 AGM	Database developed and being utilised by staff and committee.
5. Prepare annual financial budget.	6 and 7.	Very High	As part of financial and business management. Revise project on-costs and allocations to allow for OHCG business functions (including marketing). Funds committed to marketing budget and other activities not funded. Focus here is on budget for the business, not the projects (which are managed to an already acceptable and high level).	Chair, Treasurer and Staff.	Time	February 2018	Budget prepared and reviewed against actuals annually.
6. Employ a Communications Officer.	All	Very high	As per discussion paper, Capacity Focus for Discussion: Communications Office, Thursday 26 th October 2017. Action Plan to be updated post decision (particularly to allocated actions to position).	Committee	Funds and time	Decision made by November 2017 and person recruited for start February 2018	Communications Officer employed.

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7. Ensure relationships with sponsors and funders are nurtured and openly appreciated (via marketing).	All	Very high	Personal contact is critical. Maintain link to SCNRM through reference groups/ NRM committee. Mt Barker Chicken: In third year of 3-year contract, facilitated through Landcare Australia. Be more proactive in relationship directly with Mt Barker Chicken for direct mutual benefits. Invite them and host them for local tour. Promote sponsorship better through marketing strategy.	Chair, Communications Officer, SCNRM Land Reference Group representative and Staff	Time	Ongoing	Positive and mutually beneficial relationships as shown through project engagement and investment in OHCG.
8. Develop OHCG Policy and Procedures.	7	Very high	Important for governance, business management and human resource management. Topics to include: <ul style="list-style-type: none"> - Project Management, - Social media, - Occupational Safety and Health, - Training and Development, - Communication, - Records keeping, - Employing staff, - Engaging contractors, - Staff performance and management, - Membership (including grant recipients must be member of OHCG), and - Financial management. 	Clear South and Committee.	Consultancy fees. Time for Committee to review and adopt (1 per meeting).	Fully developed and adopted all by 2018 AGM.	Policy and procedures in place.
9. Create Expression of Interest form (stand alone and linked with membership form).	2, 4 and 5.	Very high	Personal approach is very important. Membership form to be sent out as part of membership drive. Put Expression of Interest on website and links on social media. Update contacts from membership form and create expression of interest. Identify staff manager to input data and report to Committee. To feed into project development and funding submissions. All staff and committee to take carriage of. To be widely promoted and publicised and collated for project development us (be mindful of privacy issue).	Communications Officer to develop and maintain with all Staff and Committee to support use of.	As part of communications with landholders.	Initial form to go out with 2018 membership drive and then ongoing.	EOI log kept.
10. Bring back farm and catchment planning.	1, 2, 3, 4 and 5.	Very high	Advocate with SCNRM for need to return to focus on land to address NRM issues rather than themes. Back to basics... scope it up and integrate into project proposals. Strategic catchment approach. Utilise EOI log to build catchment projects. Collaborate with grower groups. Promote matching land use to land capability. Generation of farmers who have not been through this. Needs to be backed up with agency/ specialist support. Risk here though as the agency has been stripped of capacity. Can SCNRM, grower groups and industry fill	SCNRM, Committee, Chair, SCNRM Land Reference Group representative, Staff and landholders.	Time and funds. SCNRM, SCF	Urgent: work towards for NLP2	Farm planning and catchment planning is back as focus for areas. Hectares of catchment impacted by best practice and conservation works.

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			<p>this gap? Is there market failure? Who will drive this at a wider scale?</p> <p>Farm plan is driven by desire to conserve the natural and farming (economic) environment based around waterways and to make properties more resilient to adverse weather effects.</p> <p>Simple nutrient farm trials (link to Regional Estuaries Initiative).</p> <p>Revisit farm and catchment planning and develop case studies of success (years on, monitoring and evaluation).</p>				
11. Maintain and enhance communication and support of smaller affiliate groups and investigate opportunity to have reciprocal membership with OHCG.	4, 5 and 6.	Very high	<p>Could be better facilitated through representative membership on the OHCG management committee of areas as well as smaller groups.</p> <p>Reciprocal membership offering many benefits to both parties. Needs to be discussed by Committee.</p> <p>Funding accessed via OHCG: Loose arrangements suitable and no need for a Terms of Reference where funding is not involved. Terms of Reference and greater governance when OHCG is sponsoring/ underwriting because of GST status.</p> <p>Assist with cross pollination of stories i.e. promotion and wider media coverage. Piggy back off each other's successes. Collaboration is King! Local content attracts attention.</p>	Committee, Communications Officer	Time	Ongoing. Membership to be researched and in place for 2018 membership.	Success of affiliate groups.
12. Maximise funds attained by OHCG for on-ground works.	All	Very high	<p>For traditional NRM projects and activities. Make it easy for them. Coordination of works seen to be good strategy going forward as farmers are getting busier.</p> <p>Partners critical. Utilises staff skills and knowledge about what is likely to be achieved. Use EOI documents, although may be too late for NLP2 if we wait for membership drive.</p>	Committee and staff.	Time	ASAP – NLP2 early 2018.	Funds received.
13. Maintain relationship and representation of Shire of Plantagenet on OHCG.	1, 4 and 6.	Very high	Environmental Officer and Shire representative.	Chair	Annually	Ongoing but included in AGM.	Representation present.
14. Ensure OHCG maintains a 1.0FTE Project Officer to effectively build and action NRM projects.	All	Very high	<p>At a minimum. Core human resource. Lobby SCNRM and government. Promote and justify why the role is so important and what the benefits of 1FTE are to the group and the region. Report to funders and sponsors.</p> <p>Annual report: presidents report, audited financial books. Getting better about promoting and documenting what the group do.</p>	All	Time	Ongoing	Staff retained.



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15. Maintain representation on SCNRM reference groups and NRM Committee	All	Very high	Currently Biodiversity and Coastal = Claire Bartron. Land = Heather Adams and Johanna Tomlinson. NRM Committee = Ian King and Johanna Tomlinson. Discussed as part of succession.	As appointed	Time	Ongoing	Representation as stated.
16. Undertake succession planning.	6 and 7	Very high	Links to membership and EOI form. Membership drive could bring in new interested parties. Provide environment of good policies and procedures and induction to allow for effective governance and transparency, as well as succession (information up front). Recognise current social trend away from volunteering. Need to think about this one and devise new strategies. Volunteering is not the flavour of the month. What can OHCG do about this? Big focus on social, entertaining, enjoyable... is this enough or are there too few of us? Up skilling and training being provided may be an incentive. Recognise capacities and limitations and work within these and/ or increase capacity and up skill. Representation on SCNRM to be factored.	Committee and staff	Time – dedicated meeting agenda item.	May 2018	Strategies for succession put in place and being actioned.
17. Continue and build upon Weed Free Porongurup project.	1, 2, 3, 4 and 5.	Very high	<ul style="list-style-type: none"> - Assist Friends of Porongurup Range in seeking funding. - Take on monitoring and evaluation? - Promote work more broadly. - Foster and support continued community involvement. - Dieback focus? 	Chair, Landcare Officer, Committee, SCNRM	Time and funding.	Ongoing	A weed free Porongurup!
18. Continue and build upon the Ranges Link project.	1, 2, 3, 4 and 5.	Very high	<ul style="list-style-type: none"> - Seek funding to support on-ground works including Corporate sponsorship to continue program and Government funding program monies (ie: via State NRM, SCNRM, NLP2). - Monitoring and evaluation. - Foster and support continued community involvement. - Highlight achievements of this landholder driven program and communicate widely. - Dieback focus? 	Chair, Landcare Officer, Ranges Link Committee, Committee, and SCNRM.	Time and funding.	Ongoing	Ranges are linked!
19. Continue and build upon the King River focus area project.	1, 2, 3, 4 and 5.	Very high	<ul style="list-style-type: none"> - Seek funding to support on-ground works including Corporate sponsorship to continue program and Government funding program monies (ie: via State NRM, SCNRM, NLP2). - Monitoring and evaluation. 	Chair, Steve and Geraldine Janicke, Landcare Officer and SCNRM.	Time and funding	Ongoing	Funds sourced for research and on-ground action. Big project secured.



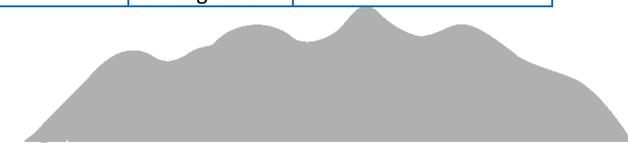
ACTION	PERTINENT OBJECTIVE/S	PRIORITY	DETAILS	WHO	RESOURCES (incl. COST, PARTNERS)	TIMEFRAME	KEY PERFORMANCE INDICATORS
			<ul style="list-style-type: none"> - Foster and support continued community involvement. - Highlight achievements of this landholder driven program and communicate widely. 				
20. Continue and build upon the Regional Estuaries Initiative project.	1, 2, 3, 4 and 5.	Very high	Maximise opportunities to leverage exposure and funds. Communications critical, especially with funders.	REI Officer, staff and Chair	Time and funds.	Ongoing	More funds in expanded area to continue work.
21. Develop and run membership campaign.	All	Very high	Partnership with Shire. Have an open membership policy. Reciprocal membership. Contact the shire about getting a copy of the rates information. Must be widely advertised. Goods and services. Collaborate with WICC. Map showing WICC and OHCG. On-ground funding recipients are members of OHCG: need to document this policy, adopt, promote and action it. Perhaps should consider review of membership fee, recognising the services provided to individuals and community.	Chair, Secretary and Communications Officer	Time and funds.	January – February 2018	Increase membership from 25 to 100
22. Undertake annual review of OHCG actions and achievements and report on at AGM. Use this to build stories and inform community via range of communication methods as per Marketing Strategy.	All	Very high	Starting 2017 AGM. Template for critical information summary to inform annual review has been developed. To be used as template for Chairs report (can be built on from).	Chair and Communications Officer.	Time	AGM	Critical information summary prepared for communicating to community.
23. Ensure excellence in project management.	All	High	Standard for effective project management. Policy and procedure for Project Management to be developed. To cover: communication plan development, reporting, financial management. Training and PD topic.	All	Needs project funds.	Ongoing	Successful delivery and acquittal of projects.
24. Develop on-ground community events/ action events as part of projects to get wider community involvement (part of succession plan for volunteers).	1, 4, 6 and 7.	High	Tag on to other events where possible.	Part of projects – try to build it into existing. Communications Officer.	Time and funds.	As opportunity arises - ongoing. Suggest 1 per year. ?	New volunteers on committee.



ACTION	PERTINENT OBJECTIVE/S	PRIORITY	DETAILS	WHO	RESOURCES (incl. COST, PARTNERS)	TIMEFRAME	KEY PERFORMANCE INDICATORS
25. Develop, adopt and implement the OHCG Marketing Strategy, including marketing budget and action plan.	All	High	<p>Utilise existing project funds and promote extended promotions through these. OHCG and NRM messaging. Need to revisit this once action plan is closer to completion. Membership and administrative component of projects.</p> <p>Marketing Strategy Action Plan to be referred to alongside Strategic Plan Action Plan.</p> <p>Stories and messages: Need a story. What is the story and get it out there. Cute furry and fuzzy animals works well.</p> <p>Attend State NRM Conference.</p> <p>Ongoing/ perpetual NRM messaging – link in with SCNRM and other NRM groups.</p> <p>Develop relationship with media ie: engage with a journalist/ communications expert in the state wide.</p> <p>Landline.... ABC... List off all potential sources. Local media - work well. Maintain relationship. Wellstead Whisperer - opportunity. Plantagenet News - very good. Albany Advertiser and Weekender - need to manage costs on this.</p> <p>Projects have their own communications plans (part of good project management, link to policy and procedure and staff PD).</p> <p>OHCG general budget not currently done. Action this.</p>	<p>Communications Officer, as per Marketing Strategy.</p> <p>Committee for budgeting.</p> <p>Staff for projects.</p>	<p>Time of committee. SCNRM could be of assistance here as a collaboration opportunity linking local stories to broader media.</p>	<p>Complete strategy by December for adoption and review annually as part of AGM report.</p>	<p>Objectives of marketing plan being achieved.</p>
26. Seek and attain staff training and professional development.	All	High	<p>Important for staff retention, ongoing skills development and succession. Part of good human resource management. Ensure project budgets and staff funded projects have adequate budgets for PD.</p> <p>Topics include:</p> <ul style="list-style-type: none"> - Marketing (including communicating and engaging) to the range of stakeholders. - Social media. - Project management. - Networking. <p>Contact SCNRM (Letisha Newman’s project provides range of PD). Encourage Doug Mackenzie Moir - Social Marketing, engaging the community to deliver actions. Encourage training to occur in the sub-regions.</p> <p>Record keeping note: Training undertaken to be recorded on Training Registry for staff which is to be kept on individual employee files.</p> <p>Risk is restricted capacity of staff impacting on training opportunities ie: cannot afford time away from desk/ project work load.</p>	<p>Committee and Staff</p>	<p>Cost to come from Project Officer budgets. SCNRM. Time</p>	<p>Ongoing</p>	<p>Employee Training Registry.</p>

ACTION	PERTINENT OBJECTIVE/S	PRIORITY	DETAILS	WHO	RESOURCES (incl. COST, PARTNERS)	TIMEFRAME	KEY PERFORMANCE INDICATORS
27. Utilise existing networks to advocate on behalf of community regarding key NRM issues.	1, 2, 3 and 4.	High	Need big ticket issues to be highlighted with decision makers i.e. politicians.	All committee members and representatives along with staff.	Local government, SCNRM and local Ministers	Ongoing	Funds available for key NRM issues.
28. Develop an approach for breaking into new areas of the catchment where works in the past have been minimal.	1, 2, 3 and 4.	High	Utilise skills within the staff and Committee. Outsource/network to get skills. Networking and communicating critical. Need to find local mover and shakers. Risk: Need to know when something is going to fly and when it should be left to others/ alone. Personal contact with individual landholders is critical. Staff capacity is crucial for this. Link with new landholder information package action.	Staff and committee as representatives from geographic areas/ catchment.	Time, project funds as carrot. Expression of Interest forms. SCNRM – collaboration potential.	Ongoing	Access into priority areas not already being worked in.
29. Weed control: beyond the current best practice.	1, 2, 3, 5 and 6.	High	Need to develop some out of the box ideas for management: topic for further discussion.	Committee, Friends of Porongurups, Ranges Link, King River Action Group, universities and researchers.	Time and funds.	Ongoing	Research projects funded. Hectares of weeds controlled.
30. Annual/ bi-annual presentation to the Shire of Plantagenet and City of Albany.	1, 2, 3, 4 and 6.	High	Prior to budget. Shire provides building. Car lease through Shire. Potential to request funding for woody weed control funding on verges and in reserves. City of Albany relationship needs some attention.	Committee and Staff (Communications Officer)	Time	Annual	Shire funding retained. City of Albany level of awareness of group increased and project collaborations/ support nurtured.
31. Develop, populate and maintain project database (including past projects).	6 and 7.	High	Part of monitoring and evaluation beyond the life of the funded project. Collaborate with SCNRM on concept. Currently an action item with Land Reference Group. FBG currently doing with their projects and had previously done with a Lotterywest funded project to undertake a Biological Review (Paula Deegan was Project Officer, Johanna Tomlinson wrote up the project). Ongoing as part of project management.	SCNRM, Clear South and Chair	SCNRM. Funds and time (particularly to go back in history to collate).	Mid 2018	Database developed.
32. Promote soil testing as best practice for soil resource understanding and management.	1, 2 and 3.	High	Part of ongoing NRM messaging (marketing strategy). Opportunity to develop soil specific projects in the catchment to build on Regional Estuaries Initiative.	Staff (particularly Communications Officer)	Funding, part of project communications. Requires specific soils project funding.	Ongoing	Increased uptake of soil testing opportunities provided by group.
33. Business cards for committee.	1, 4, 6 and 7.	High	Include contact details, "Elevator Pitch", website, comment about Expression of Interest on website.	Secretary in liaison with	Time	Early 2018	Business cards developed.

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				Communications Officer			
34. Develop induction pack for Committee and Staff.	1, 4, 6 and 7.	High	Strategic Plan, Policy and Procedures and Marketing Strategy.	Clear South	Time and funds.	To be delivered as prepared and final compilation date 2018 AGM.	Induction pack developed.
35. Investigate the opportunity to cost share capacity costs for marketing through collaboration with neighbouring groups.	1, 2, 3, 4 and 6	Medium	Being done as opportunity arises. WICC often collaborate. SCNRM: utilise opportunities more effectively while maintaining independence for ideas and ownership. Utilise governance assistance from SCNRM.	Committee, staff	Cost	Ongoing	Increase in marketing activity and reported annually (AGM).
36. New landholder information pack to be developed and extended.	1, 2, 3, 4, 5, 6	Medium	Research who is already doing it, link in with what is already being done i.e. collaborate, particularly with neighbouring NRM groups. Link with local government. Is there an opportunity to link in with rates notice?	Project Officer – Community Capacity Grant	SCNRM, shire and city, neighbouring NRM groups. Needs project funding.	30 th June 2018	Information pack developed and delivered.
37. Work with schools to deliver NRM messages and engage with youth.	1, 3, 4, 5 and 6.	Medium	Potential project idea. Look to develop a local environmental education program like Esperance program funded via SCNRM. SCNRM to be approached about roll out of program in sub-region. Note 4-week lead for permissions. Risk: curriculum is quite full. Possible Youth Ambassador Program – approach Bendigo Bank for support.	Committee and Staff	Funding required (see SCNRM). Links to neighbouring NRM groups. Corporate funding to support Ambassador.	Ongoing	Engagement with schools and youth.
38. Identify champions in NRM and promote positive stories across the area of operation.	1,2, 3, 4, 5 and 6.	Medium	Utilise as a story for NRM messaging. Link in with SCNRM Land Reference Group who is looking to do similar (collaboration opportunity). Almost an annual NRM Ambassador type program.	Chair, Communications Officer, Clear South, SCNRM and Staff.	Time and funds	1 per year. Possibly announce at AGM and promoted throughout following year.	Story developed and being communicated. Ambassador/ champion secured.
39. Identify an external patron for the region to speak on behalf of group and area in their networks/ area.	1, 3, 4 and 6.	Medium	Mt Barker Co-op as a patron. Strengthen relationship to allow for marketing. Needs further scoping.	Committee	Time	1 per year. Possibly announce at AGM and promoted throughout	Story developed and being promoted. Patron secured.



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						following year.	
40. Profiles of people and projects from the catchment	1, 2, 3, 4, 5 and 6.	Medium	As part of marketing strategy; put in OHCG newsletter and on website. Could develop a booklet after a period to showcase. Stories can be linked and put forward to wider media outlets. Synchronise across the various media and tools. Shires, SCNRM: link to sub-regional awards and then stories from there.	Communications Officer with input from OHCG Committee	Time and funds – marketing budget to cover.	In-line with newsletter.	Story developed and being communicated.
41. Maintain and enhance links with researchers and innovators and facilitate opportunities available for research in the catchment.	1, 2, 3, 4, 5 and 6.	Medium	Maintain relationships and keep door open for collaboration with UWA. Contact with Peter Speldewinde. Links with CENRM, Gondwana Link. Advocate for research in the catchment. Location of catchment is ideal, particularly with UWA and CENRM located in Albany. Need to make the most of the opportunity. OHCG membership and direct link to farmers is the key opportunity for researchers. Include opportunity on EOI form and feed information directly to researchers about suggested topics from land holders.	Staff, Committee, all associated groups, universities and researchers.	Time and funds	Ongoing – link to projects where possible.	Researchers actively working in the catchment.
42. Re-establish connection and open door to communication with City of Albany.	1, 4 and 6.	Medium	Need to contact Environmental Officer. is history of involvement. Active on Yakamia Creek catchment. Offer to assist within current capacity. Financial support - currently none. Weed control focus ideal. Waterways work with King and Yakamia. Weeds and waterway management focus?	Steve and Geraldine Janicke, Staff and Committee	Time	Ongoing.	Collaborations.
43. Host social events.	1, 4 and 6.	Medium	Guest speakers, sundowners, bring locals together. Co-host events? Link to 25-year celebration as first event.	Committee and staff	Project funding. Staff and committee time.	Ongoing	1 “social event” per year.
44. Develop and implement OHCG Life Membership program.	6	Medium	Very important to acknowledge publicly the input of key individuals to OHCG.	Committee	Gifts and plaques.	Ongoing	Life Member Board and stories.
45. Undertake market research (survey) to ensure OHCG strategic plan and marketing plan are relevant and to assist with development and execution of such plans.	All	Low	Review to be undertaken prior to next Strategic Plan. Incorporate landholder and community values.	Committee and Communications Officer.	Funding and time.	During 2021 to inform 2022 Strategic Planning	Member and wider stakeholder opinions, wants and needs incorporated into next strategic plan.





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