

**Department of Environment and
Conservation Response to the “Review
of the Western Australian Department
of Environment and Conservation
(DEC)” by Graham Short and Dr Peter
Rogers (December 2007)**

Department of Environment and Conservation

June 2008

Preface

It is now two years since the Department of Environment and Conservation was created by bringing together the Department of Environment and the Department of Conservation and Land Management.

In that time, together we have met the critical test of maintaining our services to the community of Western Australia while meeting the demands of amalgamating the two former departments. There have been additional challenges during that time and I am very proud of the hard work, dedication and professionalism DEC staff have shown in the past two years.

From the outset, our aim was to build on the successes and achievements of the people in the former agencies by bringing them together to better face the challenges we have in Western Australia in areas such as climate change, biodiversity conservation, natural resource management, environmental protection, sustainability and ensuring the facilities we provide meet the needs of visitors to the lands and waters we manage on behalf of the community.

Late last year, the Minister for the Environment; Climate Change, Hon David Templeman MLA, and I agreed that the timing was right to engage a consultant to help identify strategies to build on the good work that had been done and to look at ways in which we could make more improvements to our business performance and the integration of the agency.

Graham Short Consulting, assisted by Dr Peter Rogers, a former Chief Executive Officer of the Department of Fisheries, were engaged to review the department's capacity to effectively and efficiently manage DEC's core business in the medium term, with a particular focus on program implementation and delivery of services.

They completed a review involving 47 interviews with staff and members of the statutory boards we support and have presented a comprehensive report, containing 80 recommendations and 103 findings.

I have reviewed the report with DEC's Corporate Executive and we have responded positively to the recommendations as indicated in this response document.

Many of the recommendations deal with priorities for improving business performance and the integration of the agency's various sections, branches and divisions. Some of the areas we will be focussing on include:

- issues related to the attraction, retention, training, recognition and support of staff;
- strengthening information management and the information and communication technology that supports the business of the department;
- improving the management of risk across the spectrum of DEC's activities, including the rollout of improved environmental regulation through both regional delivery and strong central standards and support;
- giving shape and function to the Government's sustainability agenda and how this is organised within the department;

- advocating the importance of and continuing to provide high quality environmental protection and conservation to the WA community, clearly articulating what DEC is doing and strengthening our engagement with stakeholders; and
- putting in place a revised executive management framework for DEC and a strategic planning and management framework for our services.

Some of the recommendations in the report, such as those concerning creating new executive positions, are beyond DEC's capacity to implement on its own. These will be taken up with the relevant central agencies, that is the Department of the Premier and Cabinet and the Department of Treasury and Finance, for discussion.

Some of the recommendations also propose structural changes and will be subject to consultation with staff and further consideration.

DEC has a crucial environment and conservation role in Western Australia and we have high expectations of ourselves, and the community has high expectations of us. The continued enthusiasm, commitment and professionalism of DEC staff will be the key to achieving those expectations and making this a better State in the future.



Keiran McNamara
DIRECTOR GENERAL

27 June 2008

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
CURRENT SITUATION				
<p><u>RECOMMENDATION 1</u> A matrix be developed aligning the many policy statements and commitments relating to Sustainability; Climate Change and Conservation and Environment contained in the ALP Platform (as amended November 2005), with initiatives and programs already being undertaken, and those to be undertaken, by DEC in accordance with its Corporate Plan 2007–2009.</p> <p>A regular reporting protocol should also be established with the Minister for the Environment; Climate Change; Peel to ensure adherence, and that action is being taken by DEC to address stated Government commitments relating to the Environment and Conservation; and Climate Change components of the portfolio.</p>	<p>There is a current tracking system maintained by DPC, which DEC reports into periodically via the Minister's office. This is considered adequate for immediate purposes.</p> <p>An improved matrix database of policy commitments and their relationship to DEC's Corporate Plan will be developed and adopted for the next term of Government, noting that an election is due by early 2009.</p>	Medium	31 March 2009	Director Strategic Policy
<p><u>RECOMMENDATION 2</u> The Corporate Plan 2007-2009 be reviewed, and updated to ensure its relevance and nexus with Government policies; agency trends, challenges and priorities; and community and stakeholder expectations.</p>	<p>The current Corporate Plan was distributed in May 2007 and is considered to be relevant and up to date in respect to Government policies and current circumstances. Diversion of resources to a review and update now would adversely affect delivery in priority areas.</p> <p>It should be reviewed following the next election (due by early 2009) for consistency with Government policies and then updated as required. Prior review and update will occur if changed circumstances make this appropriate.</p>	Medium	30 June 2009	Director Strategic Development and Corporate Affairs

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p>RECOMMENDATION 3 Divisional / Branch Strategic and Business Plans should be reviewed, standardised and revised, where appropriate to ensure consistency with the Departmental Corporate Plan.</p>	<p>Agreed.</p> <p>Annual strategic and business plans at divisional, branch and regional level exist but are variable across the department. Full standardised plans should be an objective for 2009/10. This will require all Directors to commence in July 2008 to have the planning process and format ready by early 2009 for rollout in 2009/10.</p>	High	30 June 2009	DDGs and all Directors
<p>RECOMMENDATION 4 The revised Corporate Plan is drafted with increased input from staff and stakeholder consultations; and consideration given to aligning it with the <i>Better Planning: Better Futures – A Framework for Strategic Management of the WA Public Sector</i> document referred to in the Premier's Circular 2007/05.</p>	<p>Agreed, to be implemented concurrently with Recommendation 2.</p>	Medium	30 June 2009	Director Strategic Development and Corporate Affairs
<p>RECOMMENDATION 5 Staff should be fully briefed on the revised Corporate Plan; its content; its values; and how individual staff members will play their part in achieving the desired corporate objectives.</p>	<p>Agreed.</p> <p>The 2007-2009 Corporate Plan was distributed to all staff in May 2007. Responsibility rests with the DG, DDGs and all Directors and Managers to promote and reinforce the Corporate Plan to all staff. This is done in a variety of staff fora and gatherings (e.g. divisional, branch and regional staff meetings) but requires ongoing attention.</p> <p>The Corporate Plan is also included in induction packages for new staff, and the Department's Employee Performance and Development Plan process aligns with the Corporate Plan.</p>	High	As for Rec 2	DDGs and all Directors and Managers

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	When a revised Corporate Plan is adopted, it will be accompanied by a comprehensive rollout program.			
SIGNIFICANT ISSUES AND TRENDS				
<p><u>RECOMMENDATION 6</u> Consideration should be given by DEC management to addressing the requests from stakeholders for greater involvement and input into the departmental strategic planning and policy setting processes; and increased interaction with the Director General and senior DEC staff on related issues.</p>	<p>Agreed</p> <p>DEC and the associated portfolio statutory authorities place a high degree of emphasis on engagement with and the involvement and input of stakeholders. In terms of the Department, this approach is encouraged and facilitated through a wide variety of mechanisms and levels across the State. Senior staff have very wide-ranging responsibilities and roles both internally in the Department and externally, but need to pay attention to ensuring adequate interaction with stakeholders.</p> <p>Corporate Executive will review DEC's stakeholder engagement program during 2009, to ensure it is inclusive and comprehensive.</p> <p>Both the former DoE and CALM had public participation training programs for staff, as well as manuals and other support materials. These support materials are currently being updated and amalgamated. The first public participation training program for DEC staff was conducted in December 2007.</p> <p>DEC has a wide range of stakeholder engagement arrangements in place, both formal and informal, across many of its functions. These</p>	High	<p>Ongoing</p> <p>June 2009 (for review)</p>	<p>DG, DDGs and all Directors</p> <p>Corporate Executive</p>

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	include advisory committees for parks and reserves, the Environmental Regulation Stakeholder Reference Group, consultative committees for wildlife issues, and partnership arrangements with local government for climate change and sustainability.			
<p><u>PROGRAM ACTIVITY AND PERFORMANCE</u></p> <p><i>AIR QUALITY MANAGEMENT BRANCH</i></p>				
<p><u>RECOMMENDATION 7</u> Consideration is given to placing the Air Quality Branch within the Environmental Regulation Division.</p>	<p>Agree to consider.</p> <p>DDG Environment to consult staff in the Air Quality Management Branch and the Director of Environmental Regulation, and report to Corporate Executive and the DG. There may be suitable options other than placement in Environmental Regulation Division.</p>	Medium	30 September 2008	DDG Environment to lead. DG to endorse final decision.
<p><i>CORPORATE SERVICES DIVISION</i></p>				
<p><u>RECOMMENDATION 8</u> Although DEC will not be migrating to the Shared Corporate Services model until September 2012, this Review considers that a Divisional and Branch Needs Analysis should be conducted in the short term in conjunction with an overall Review of the DEC Financial Information Management System, including a review of the DEC Chart of Accounts; the relevance and benefits of the Service Purchaser Provider Model; and linking the Corporate Plan to the financial management</p>	<p>A continuous improvement program will be instituted to optimise DEC's financial management systems, including reporting systems, in the lead-up to the conversion to shared services.</p>	High	Ongoing	Director Corporate Services

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
information system. The opportunity provided by migration to shared services should then be used to further refine DEC's financial management systems.				
<p>RECOMMENDATION 9</p> <p>The apparent recurrent appropriation shortfall of \$3.188m p.a. deserves urgent attention, instruction and resolution as without additional resources any perceived increased efficiencies, elimination of duplication and streamlined regulatory and approval processes will not be achieved. This issue requires the highest priority for resolution.</p>	<p>The Department has discussed the shortfall with the Department of Water and made submissions to the Department of Treasury and Finance and in the Government's budget process. The 2008/09 Budget brings the matter to a conclusion and it will not be pursued further.</p>	Completed	Completed	N/A
<p>RECOMMENDATION 10</p> <p>Subject to the outcome of further negotiations to resolve the recurrent funding dispute with DOW, an independent accountant should be commissioned, with the assistance of the Department of Treasury and Finance (DTF), to provide some clarity over the DEC calculations. Should such an independent verification not provide a resolution, DTF should be requested to issue an appropriate Instruction, based on the findings of that review.</p>	See the response to Recommendation 9.	Completed	Completed	N/A
<p>RECOMMENDATION 11</p> <p>Introduce a wider Attraction and Retention program as a matter of priority, with a particular emphasis on a Retention Bonus for identified key staff, and to cater for the needs of senior Regional staff.</p>	<p>Agreed.</p> <p>The Department has been developing an attraction and retention program, with a number of initiatives already taken. However, it is recognised that further effort is needed to put in place a comprehensive program.</p>	High	30 September 2008 and ongoing	Director Corporate Services to lead, with a Corporate Executive taskforce. DG to endorse final decision.

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>The introduction of a retention bonus component to such a program would require the approval of central agencies including the Department of the Premier and Cabinet, as well as additional funding.</p> <p>The Department will also review classifications of positions significantly affected by the merger to form DEC.</p> <p>At its meeting on 17 March 2008, Corporate Executive considered the findings and conclusions of three separate surveys: the 2007 DEC Staff Attraction and Retention Survey, the 2006 Public Sector Retirement Intentions Survey and the 2007 DEC Management Recruitment and Selection Practices Survey. Three actions are being taken:</p> <ul style="list-style-type: none"> • a restructured leadership and learning program is being developed to ensure that senior staff have the required competencies and skills to lead the department; • introduction of phased retirement to retain senior management with extensive corporate knowledge; and • introduction of a succession management program that focuses on providing a pool of potential senior managers to fill senior roles within the department. 			

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p><u>RECOMMENDATION 12</u> Independently identify the Top 20 most crucial operational and executive (excluding those classified as Executive Group 2 or above) positions in the agency, and pay up to a 30% Retention Bonus based on competitive private sector employment conditions, performance and achievement of agreed key performance indicators.</p>	<p>Agreed in principle (noting that the report does not identify how this should be done “independently”).</p> <p>Will be considered by the taskforce established to address Recommendation 11, noting the need for central agency approval and additional funding.</p>	High	As for Rec 11.	As for Rec 11.
<p><u>RECOMMENDATION 13</u> A special business case is urgently developed in order to fund a proposed Retention Bonus for the identified Top 20 most crucial operational and executive positions (excluding those positions classified as Executive Group 2 or above). This Review considers that an estimated \$0.4 million would be required in the first year, and an inflationary and merit based allowance should be made for increases in future years.</p>	<p>Agreed in principle.</p> <p>Will be considered by the taskforce established to address Recommendation 11, noting the need for central agency approval and additional funding.</p>	High	As for Rec 11.	As for Rec 11.
<p><u>RECOMMENDATION 14</u> The DEC People Reference Group should continue to be promoted, and actively and fully supported by members of the Corporate Executive, Directors, Managers and staff as an excellent forum to provide the executive with advice on strategic people management objectives and issues.</p>	<p>Agreed.</p> <p>Ensure each meeting schedules attendance and presentation by a DDG or Director.</p>	<p>High</p> <p>High</p>	<p>Ongoing</p> <p>Immediate</p>	<p>Director Corporate Services</p> <p>Manager People Services</p>

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p>RECOMMENDATION 15 Consideration is given to developing a staff Motivation and Morale Program and an expanded Reward and Recognition component in order to contribute towards a reduced staff turnover rate.</p>	<p>Agreed.</p> <p>Staff motivation and morale are a shared responsibility across all leadership levels in the Department.</p> <p>A number of components that would contribute to such a program are in place, such as a variety of training programs, scholarships, study support, overseas exchange, a wide diversity of career pathways and work locations, and flexible work arrangements. However these need to be developed, and added to, to form a cohesive overall program.</p> <p>Work accommodation, and residential accommodation in many regional areas, are also recognised as key factors.</p>	High	30 September 2008 and ongoing	Director Corporate Services to lead, with a Corporate Executive taskforce.
<p>RECOMMENDATION 16 The Director General only deal with human resource management issues relating to level 9 and above, Branch Managers and Regional Managers, or 'key' positions.</p>	<p>Delegation levels described in the Review report will be revised. The Director General will deal with human resource management issues considered to be of strategic importance.</p>	Medium	30 September 2008	Director General and Director Corporate Services (with Manager People Services Branch)
<p>RECOMMENDATION 17 Whenever possible, vacant executive and senior positions in the Department should be filled with priority in order to provide some stability and certainty through the organisation.</p>	<p>Agreed.</p>	High	Ongoing	DG, DDGs and all Directors

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p><u>RECOMMENDATION 18</u> A Gap Analysis of training needs be undertaken throughout the agency, and initiatives introduced to fill any identified training gaps.</p>	<p>Agreed.</p> <p>A Training and Development Steering Committee (a subcommittee of Corporate Executive) has been established, and this falls within its terms of reference.</p> <p>The Organisational Learning and Development Committee has recently re-formed and has commenced a process consistent with arriving at a 'gap analysis' of training needs.</p> <p>Report on analysis to be brought to Corporate Executive.</p>	Medium	31 December 2008	Director Corporate Services (with Manager People Services Branch and Manager Organisational Learning and Development)
<p><u>RECOMMENDATION 19</u> DEC promote strategic, people and performance management training throughout the agency.</p>	<p>Agreed.</p> <p>Report on required action to be brought to Corporate Executive.</p>	High	30 September 2008	Director Corporate Services (with Manager People Services Branch and Manager Organisational Learning and Development)
<p><u>RECOMMENDATION 20</u> Increased emphasis should be given in the successful Graduate Recruitment Program to meet environmental regulation and compliance staffing needs, including closer liaison with relevant universities and the development of training packages.</p>	<p>Agreed.</p> <p>The Graduate Recruitment Program operated successfully in the former CALM. The former DoE did not have an equivalent program. Steps have been taken to broaden the program to meet the wider needs of DEC, however it is acknowledged that this will take some time to reach fruition (e.g. in terms of awareness raising in universities). The selection criteria for the program have been altered to meet DEC's needs, and it is expected that awareness and acceptance in the graduate</p>	High	30 September 2008	Director Corporate Services (with Manager People Services Branch and Manager Organisational Learning and Development)

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	<p>marketplace will improve over time. It is also acknowledged that the program's training content needs to be broadened in terms of its environmental components.</p> <p>Report on required action to be brought to Corporate Executive.</p>			
<p><u>RECOMMENDATION 21</u> A consolidated and updated Disaster Recovery Plan for Information Technology systems should be prepared with some urgency.</p>	<p>Agreed.</p> <p>Consolidation and update of the existing disaster recovery plans has been delayed because of the priority to maintain the availability of business information systems while migrating them under time pressure from the Department of Water. The systems are now migrated, and the development of a disaster recovery plan for DEC is to be followed up by the department's Information Management Council.</p>	High	December 2008	Director Corporate Services
<p><u>RECOMMENDATION 22</u> The revised Information and Telecommunications Strategic Plan be urgently finalised, and where relevant appropriate costings developed to provide for identified improvements and gaps. This Review considers that this particular recommendation is critical and fundamental to the desire to improve the efficiency and effectiveness of DEC.</p>	<p>Agreed.</p> <p>The Information Management Council has presented a Strategic Information Management Plan for DEC to replace the CALM Information Technology and Telecommunications Plan. Following incorporation of amendments sought by Corporate Executive, the plan will be adopted.</p> <p>The plan's recommendation to create a position of Chief Information Officer to coordinate information management throughout DEC has already been acted upon.</p>	High	30 June 2008	Director Strategic Development and Corporate Affairs (as Chairman of Information Management Council)

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p><u>RECOMMENDATION 23</u> An urgent business case is developed for a minimum of \$5 million for capital purchases, and \$2.2 million for recurrent expenditure in order that numerous identified information technology initiatives can be implemented with expediency (within a maximum of 12 months) in order to provide staff with significantly improved software, hardware and business tools with the ultimate aim of increasing the efficiency and effectiveness of DEC. This recommendation should be afforded the highest priority.</p>	<p>Agreed.</p> <p>It is acknowledged that there are significant needs in this area, both in terms of the former CALM IT environment and also in terms of the impacts of the Department of Water demerger.</p> <p>The Department's Information Management Council has developed a whole-of-DEC Information Management Plan (see the response to Recommendation 22). Early discussions are proposed with the Office of e-Government in the Department of the Premier and Cabinet and with the Department of Treasury and Finance to address identified needs.</p>	High	30 September 2008	Director Strategic Development and Corporate Affairs (as Chairman of Information Management Council)
<p><u>RECOMMENDATION 24</u> DEC should continue to work towards consolidation of its metropolitan office accommodation in the medium term, where practicable and cost efficient to do so.</p>	<p>Agreed.</p> <p>DEC's Corporate Executive has already given in principle endorsement, at its meeting on 20 August 2007, to the co-location of non-regional metropolitan staff.</p> <p>The Department has had to continue accommodating staff in transportable accommodation at its Kensington site as well as find additional commercial lease space in suburban areas to accommodate its metropolitan staff, generally by reprioritising the allocation of existing funds at the expense of delivery of environment and conservation services.</p> <p>It is agreed that there would be significant benefits for the Department and its staff, including in terms of efficiency and morale, if all metropolitan staff were co-located (this does not include Regional</p>	High	<p>30 September 2008 (for the business case for the next stage of building of metropolitan accommodation).</p> <p>Ongoing for regional accommodation.</p>	Mark Brabazon, (Office of the Director General)

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>Services in the Swan Region located in the Perth metropolitan area).</p> <p>Stage 1 of the Biodiversity Science Centre (including the new WA Herbarium) has commenced construction at the Department's Kensington site, and is due for completion in late 2009.</p> <p>Two business cases for further building at Kensington are in preparation, with a view to submitting them for Ministerial endorsement and then discussion with the Department of Treasury and Finance and the Department of Housing and Works.</p> <p>It is also recognised that the Department's regional, district and local (including national park ranger locations) accommodation is variable, under pressure in terms of overcrowding, and substandard in a number of cases. This also requires attention on a priority basis over the next several years.</p>			
<p>RECOMMENDATION 25</p> <p>Consideration is given to creating a new position, Manager – Asset Management, to Manage and Coordinate the large DEC accommodation portfolio (including metropolitan and regional office and staff housing), and that such position is located within the Corporate Services Division. The responsibilities of this position could include; Policy and Strategic advice on infrastructure development and asset management and procurement; Management of the ongoing operations, maintenance and enhancement of DEC</p>	<p>Agreed in principle.</p> <p>A Level 8 officer is filling the role of Manager of Building and Accommodation, which currently reports to the DG. This is functioning well, and its formal establishment and placement within the departmental structure will be addressed later in 2008.</p>	Medium	30 September 2008	DG in consultation with Manager of Building and Accommodation

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<p>infrastructure; Manage relevant contracting and procurement functions consistent with legislation and Government policy; and Develops and implements major strategic infrastructure and asset development projects.</p>				
ENVIRONMENTAL ENFORCEMENT UNIT				
<p>RECOMMENDATION 26 Consideration should be given to merging the Environmental Enforcement Unit and the Nature Protection Branch, and co-locating the respective relevant staff into an agency wide Compliance and Enforcement Unit, and named accordingly.</p>	<p>Agree to consider.</p> <p>Enforcement and compliance activities are an integral part of many of DEC's operations/activities.</p> <p>Merging these two groups was not an immediate priority for consideration upon the formation of DEC. The position of Director of the Environmental Enforcement Unit has been filled (February 2008) and the Department's integrated Enforcement and Prosecution Policy (combining the former DoE and CALM policies) was adopted by Corporate Executive on 18 February 2008.</p> <p>The functions of the existing Environmental Enforcement Unit and Nature Protection Branch are not entirely analogous, for example the latter administers a range of <i>Wildlife Conservation Act 1950</i> licensing functions as well as field nature conservation roles.</p> <p>The options ranging from an integrated compliance and enforcement group through to retention of the two streams as they now exist will be evaluated, with staff consultation, and a recommendation will be brought to Corporate Executive.</p>	Medium	30 November 2008	<p>DDGs in consultation with Director Environmental Enforcement Unit, Manager Nature Protection Branch, Director Nature Conservation and Director Regional Services.</p>

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
ENVIRONMENTAL IMPACT ASSESSMENT DIVISION				
<p>RECOMMENDATION 27</p> <p>The Director General commission a systematic performance review and evaluation of resources, processes and methodologies as they are applied to major developments approvals, inspections and compliance monitoring for completion by the end of 2012. Ideally this should be undertaken under the purview of the new General Manager, Business Performance. Consideration will also need to be given to the specific resourcing requirements of the EPA in the preparation of environmental impact assessments, and the proposed 'separation' of activities between EPA related work and that of DEC, which is the subject of another recommendation in the Strategic Policy Division section of this Report.</p>	<p>Agreed.</p> <p>It should be noted that there have already been a number of recent reviews. In particular, a review of the costs of industry regulation led to approval of a significant fee increase in the 2007/08 budget process. Further review of costs associated with regulation of port activities led to a subsequent fee increase for ports, and a review of compliance and monitoring needs led to Government approval of increased funding in late 2007.</p> <p>In terms of major development approvals in particular, there have been increases in funding to the Department (and both its predecessors) in recent years, particularly following the Keating Review in 2004. However, with continuing strong economic growth, it is agreed this needs to be kept under continuing review, and indeed the Department has done so as part of its submission to the 2008/09 budget process. That submission was informed by the consultancy done for the EPA by Cressida Consulting titled <i>Review of the provision of services to the EPA by the Environmental Impact Assessment and Strategic Policy Divisions of the Department of Environment and Conservation</i> (November 2007). Additional funding for the approvals function has been provided in the 2008/09 Budget.</p> <p>The Department will continue to review needs in this area annually in the context of the budget process, and will commission a major review if and when required.</p>	High	<p>Annual (as part of both the Government budget process and the annual service level agreement with the EPA).</p> <p>Mid 2012 for determination of whether a major review is required.</p>	<p>DDG Environment</p> <p>DG</p>

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	<p>On 27 February 2008 the Minister for the Environment and the Chairman of the EPA announced a wide-ranging review to streamline the State's environmental approvals processes.</p> <p>The Director General and the Chairman of the EPA signed a Memorandum of Understanding and Service Level Agreement <i>Provision of Services by the Department of Environment and Conservation to the Environmental Protection Authority</i> on 17 March 2008. The MoU provides for an annual service level agreement and resource plan.</p> <p>See Recommendation 76 in respect of the proposed General Manager, Business Performance position.</p>			
ENVIRONMENTAL REGULATION DIVISION				
<p>RECOMMENDATION 28 The recently approved Industry Regulation Business Restructure should continue to be implemented as a matter of urgency; be constantly reviewed by management; and formally evaluated by 30 June 2008 to ascertain whether the desired benefits and outcomes are being achieved.</p>	<p>Agreed (first part of recommendation).</p> <p>The approved restructure is being implemented as a matter of priority under the leadership of the Director of Environmental Regulation.</p> <p>The rollout of the restructure is being overseen by the Director of Environmental Regulation and the DDG Environment on an ongoing basis, however it is considered that a formal evaluation by 30 June 2008 would be premature and potentially disruptive, as the focus needs to be on delivery and performance.</p>	<p>High (first part of recommendation)</p> <p>Low (formal evaluation)</p>	<p>Ongoing through 2007/08 and also 2008/09 when there will be a further increase in revenue</p> <p>To be considered in September 2009</p>	<p>Director Environmental Regulation</p> <p>DDG Environment and Director Environmental Regulation</p>

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<p><u>RECOMMENDATION 29</u> The Independent Review of Audit and Inspection Processes commissioned by DEC is requested to extend Task 3(b) (<i>Discuss the pros and cons of alternative inspection models including the use of accredited auditors paid for by industry and if these models could be used in Western Australia</i>) to also look at the value of establishing panel contracts for auditors who undertake inspection audit of reports prepared by accredited auditors for and on behalf of industry as an additional audit model.</p>	<p>Agreed.</p> <p>The Environmental Regulation Division has prepared a response to all the recommendations of the independent review which includes the use of accredited auditors.</p>	High	Completed	Director Environmental Regulation
<p><u>RECOMMENDATION 30</u> The Independent Review of Audit and Inspection Processes is completed urgently.</p>	<p>The review was completed in February 2008. The Environmental Regulation Division has prepared a response to all the recommendations of the independent review for consideration by the Director General.</p>	High	Completed	Director Environmental Regulation
<p><u>RECOMMENDATION 31</u> The Environmental Protection Regulations 1987 should be reviewed following the introduction of the business improvement program in the Industry Regulation Branch.</p>	<p>Agreed.</p>	Medium	30 June 2009	DDG Environment
<p><u>RECOMMENDATION 32</u> Continue the documentation and flow charting of all industry licensing, environmental approval and regulation processes and systems.</p>	<p>Agreed.</p> <p>Environmental Regulation Division has completed process maps for industry licensing. DEC's process maps have been reviewed by a consultant as part of the Office of Development Approvals Coordination approvals.</p>	Completed	Completed	N/A

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<p>RECOMMENDATION 33 Upon completion of the documentation and flowcharting processes by the Industry Regulation Branch, that a quality assurance review be applied by the DEC Management / Performance Audit Branch, or where necessary peer review, in order to provide multi-layered control checks to minimise risk exposure.</p>	<p>Agreed.</p>	<p>High</p>	<p>September 2008</p>	<p>Manager of Management Audit</p>
<p>RECOMMENDATION 34 The Statewide Assessment of Ports Bulk Handling is completed quickly, and where necessary, appropriate remedial action is taken.</p>	<p>Agreed.</p>	<p>High</p>	<p>July 2008</p>	<p>Director Environmental Regulation</p>
<p>RECOMMENDATION 35 The overall Environmental Reform process that is being gradually implemented should be urgently completed in order to minimise potential risk exposure to the community, DEC and the Government.</p>	<p>Agreed.</p> <p>Much of the reform program has already been put in place, but its full rollout in terms of resourcing will not take effect until during the 2008/09 year.</p> <p>While there is a need for periodic review, at the same time there needs to be a careful balance between reform and the need for stability that allows a focus on performance and delivery.</p>	<p>Medium</p>	<p>30 June 2009</p>	<p>Director Environmental Regulation</p>
<p>RECOMMENDATION 36 An Action Plan is developed to regularly monitor all DEC related commitments, strategies and activities in the response of the <i>'Western Australian Government to the Western Australian Legislative Assembly Education and Health Standing Committee in relation to the Cause and Extent of Lead Pollution in the Esperance Area, November 2007'</i>.</p>	<p>Agreed.</p> <p>The Minister for Planning and Infrastructure tabled the Government's response to the Inquiry in Parliament in November 2007. This response includes commitments by the Department and the EPA.</p> <p>The Department has already adopted a plan that</p>	<p>High</p>	<p>Progress reports will be made to the Minister for the Environment every three months and a whole-of-Government progress report will be prepared after</p>	<p>Director Environmental Regulation</p>

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	acts on each of its commitments, and monitors their implementation.		12 months.	
<p>RECOMMENDATION 37 An approach be made to the Department of Treasury and Finance requesting that the Cabinet Expenditure Review Committee decision to reduce DEC appropriations from 2007-08 onwards of \$0.6 million per annum be rescinded in view of the cost recovery element of Industry Regulation fees.</p>	<p>Agreed in principle, however no longer considered appropriate.</p> <p>This matter was pursued with the Department of Treasury and Finance in the 2007/08 budget process. It is not considered that further representations would be appropriate.</p>	Low	Completed	N/A
<p>RECOMMENDATION 38 DEC promote the establishment of a whole of government committee (comprising agencies such as DPI, DoIR, DOH, WALGA, LGRD and larger LGAs) to monitor and guide consistent and streamlined land use planning, approval and regulation processes. DEC should develop Memoranda of Understanding within a 3 year period to better engage with local government authorities on environmental, noise, air quality, emissions and waste issues.</p>	<p>Noted.</p> <p>The Department is actively pursuing improved processes both internally and at whole-of-Government level on these issues, however it is not necessarily the case that the committee that is proposed and MoUs are the most effective way of dealing with these issues.</p> <p>The Department will engage in discussions with the relevant parties, including those named and the WA Planning Commission, the EPA and Waste Authority, to determine the best ways forward.</p> <p>It should be noted that DEC already convenes and chairs an interagency taskforce on Health, Environment and Industry Sustainability comprising DEC, Department of Health, Department of Industry and Resources, Department of Consumer and Employment Protection, Department for Planning and Infrastructure and the Peel Development Commission. The taskforce considers and coordinates advice to Government on the impacts</p>	Low	30 June 2009	DDG Environment and relevant Directors

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	of industry emissions on adjacent land uses and communities.			
LEGAL SERVICES BRANCH				
<p>RECOMMENDATION 39</p> <p>Consideration should be given to transferring the line of responsibility of the Legal Services Branch from the Deputy Director General Environment directly to the Director General as legal advice is increasingly being sought across the Department. This Review considers such a transfer appropriate in order to provide independence to legal services across the agency.</p>	<p>Noted.</p> <p>Legal advisory capacity is currently housed in the Legal Services Branch reporting to the DDG Environment. Expertise in respect of legislation is also housed in the Parks and Conservation Services group. This is meeting the Department's needs at present, and is not a high priority area for structural change.</p> <p>In broad terms, the Review Report promotes the view that the number of direct reports to the DG should be reduced as one means of improving the DG's capacity and freedom to concentrate on strategic issues, and for this reason the recommendation is not favoured at this time.</p> <p>It is not considered that the line of reporting to either the DDG Environment or DG has any affect on the "independence" of legal services.</p>	Low	Review by 30 June 2010	DG

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
MANAGEMENT AUDIT BRANCH				
<p>RECOMMENDATION 40 A DEC Strategic Audit Plan containing broad financial and operational objectives to be achieved over a 2/3 year period should be prepared, based on a standard Risk Assessment Matrix, with input from the Office of the Auditor General, relevant DEC Directors and the Audit and Risk Management Committee. In drafting a new Strategic Audit Plan consideration should be given to increasing the focus on performance review audits in that Plan, such as, efficiency, effectiveness, workload, productivity and 'value for money' indicators.</p>	<p>Agreed.</p> <p>A Manager of Audit Management Branch was appointed on 24 September 2007. Following that appointment, and with oversight from the Department's Audit and Risk Management Committee, a new Strategic Audit Plan for the Department is due to be prepared by 30 June 2008.</p>	Medium	30 June 2008	Audit and Risk Management Committee (through Manager of Management Audit)
<p>RECOMMENDATION 41 A quality assurance review process is included in the Strategic Audit Plan to confirm the appropriateness of Environmental Regulation processes and systems in order to minimise risk exposure.</p>	<p>Agreed.</p> <p>This is a high priority because environmental regulation is an area of high risk exposure for the Department.</p> <p>Process risk audits have been completed by external auditors for contaminated sites, controlled waste and industry licensing and improvement programs are in place to address the recommendations of the audits.</p>	High	30 June 2008	Manager of Management Audit
<p>RECOMMENDATION 42 A quality assurance review methodology is included in the Strategic Audit Plan for departmental processes and systems that have been identified 'high risk' through a Risk Assessment review process.</p>	Agreed.	High	As for Rec 41	Manager of Management Audit

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p>RECOMMENDATION 43 A Corporate Governance system is compiled from the various governance documents and procedures that already exist, and any gaps identified and rectified in order to achieve best practice and minimise risk.</p>	<p>Agreed.</p> <p>The Department has commissioned a corporate governance review by Stamfords and the final report <i>Corporate Governance Review</i> was received in March 2008. This will be used to implement this recommendation.</p>	Medium	30 September 2008	DG in Corporate Executive
<p>RECOMMENDATION 44 The name of the Management Audit Branch should be changed to the Performance Review Branch to reflect the increased emphasis on agency performance, internal control and quality assurance.</p>	<p>Noted.</p> <p>This will be considered by the Audit and Risk Management Committee and Corporate Executive.</p>	Low	31 August 2008	Audit and Risk Management Committee and Corporate Executive
NATURE CONSERVATION DIVISION				
<p>RECOMMENDATION 45 The immediate risks around performance in native vegetation clearing continue to be closely managed and resourcing levels, particularly for effective enforcement continue to be reassessed and re-evaluated in the broader context of the compliance and monitoring function across the Department and other reviews. The key issue for the Minister and Government is the linkage between resourcing and the timeframes sought to ensure an adequate compliance response, including prosecutions for dealing with the identified potential backlog of illegal clearing applications. Options need to be developed and agreed between the Department and the Minister.</p>	<p>Agreed.</p> <p>Resourcing levels for 2008/09 and the outyears have been determined in the 2008/09 budget process.</p> <p>The Department's view is that while resourcing is a significant factor, there has also needed to be a focus on better defining the respective roles of the central branch and regions, as well as on policy, guidelines, better education of customer groups, and staff training, mentoring and guidance, to improve efficiency and delivery within existing resources. The legislation and this role are still relatively recent, and while very significant progress has been made in making improvements, there have been challenges for a range of reasons including the fact that many of</p>	High	Ongoing	Director of Nature Conservation and Manager Native Vegetation Conservation Branch

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>the staff delivering the program have been relatively new and inexperienced. The focus needs to be on better definition of roles and greater stability in the group to achieve the necessary outcomes.</p> <p>Following an internal review, regional and central roles have been defined more clearly. There will be a greater level of central assessment through the Native Vegetation Conservation Branch, and regional staff will focus on providing information and assessment to the decision making process.</p>			
<p>RECOMMENDATION 46 A science led management strategy and funding case for the resources necessary to address known increasing risks for loss of biodiversity be developed for the 2009-2010 budget as a consequence of accumulative impacts for plant and animal pests, major threats such as phytophthora and climate change which threaten long term protection and maintenance of biodiversity be prepared and taken to Government.</p>	<p>Agreed.</p> <p>There is a wide range of existing documentation that can feed into this process, including Nature Conservation Service Region Plans for each region, the Science Division's <i>A Strategic Plan for Biodiversity Conservation Research 2008-2017</i> and the Division's annual research activity reports.</p> <p>Priorities for the Department for 2008 already include completion of the State Biodiversity Conservation Strategy as well as preparation of the Biodiversity Conservation Bill, both of which will require Cabinet endorsement. These in particular will provide a strong basis for a submission seeking improved resourcing in the 2009/10 budget process.</p>	High	31 August 2008 (for consideration in the 2009/10 budget process)	Director Nature Conservation

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
OFFICE OF THE DIRECTOR GENERAL				
<p>RECOMMENDATION 47 The Director General reviews and where appropriate, significantly expands existing delegations to the new Corporate Executive team and designated senior staff in accordance with a revised Instrument of Delegation.</p>	<p>Agreed. DDGs and Directors already operate with a very high degree of authority and flexibility in their business areas.</p>	Medium	30 September 2008	DG
<p>RECOMMENDATION 48 A Code of Practice is developed whereby Corporate Executive members are required to ensure that the Director General is adequately briefed on 'important, sensitive, complex, controversial, problematic' issues. Members of the Corporate Executive team must be fully accountable for details of knowledge and performance in their areas of responsibility and assisting in the wider performance of the department.</p>	<p>Agreed. The intent of the recommendation is supported. A document outlining expectations (including expectations of Directors) would be beneficial, to ensure the proper flow of relevant information given the wide span of the DG's responsibilities. The document (which is likely to be called something other than a code of practice) will need to cater for the flexibility necessary in a dynamic organisation that has to be highly responsive on a daily basis.</p>	Medium	30 September 2008	DG in Corporate Executive
<p>RECOMMENDATION 49 The 'Agreement for Communications' document is reviewed with the Minister for the Environment and revised where appropriate to allow members of the Corporate Executive to directly deal with the Minister for the Environment and his staff, as necessary.</p>	<p>Not agreed. The current agreement is in accordance with a whole-of-Government template agreement. Members of the Corporate Executive, and indeed many other staff of the Department, deal directly with the Minister and his staff now. It is essential for the proper functioning of the Department, and for proper advice and support to the Minister, that the Director General is broadly informed of the Department's interactions with the Minister and his office.</p>	Not applicable	Not applicable	Not applicable

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
PARKS AND VISITOR SERVICES DIVISION				
<p>RECOMMENDATION 50</p> <p>The development of a business case to meet the resourcing needs in the context of a resource and funding gap analysis for the planning, reservation and management of key natural assets in the Pilbara and Kimberley regions of the State for the delivery of park services and conservation be undertaken and presented to government.</p>	<p>Agreed (subject to further comment below regarding regions).</p> <p>The Review did not spend as much time examining this area as some others, and it is the Department's view that while there are pressing needs in the Pilbara and Kimberley regions, there are also significant resourcing needs widely across the State.</p> <p>The business case will be able to draw on a wide range of existing documentation including the <i>Parks and Visitor Services Strategy 2007-2011</i> and <i>Strategic Roading Initiative</i> review.</p>	High	31 August 2008 (for consideration in the 2009/10 budget process)	Director Parks and Visitor Services
REGIONAL SERVICES DIVISION				
<p>RECOMMENDATION 51</p> <p>A business case be urgently developed for special funding (\$8 million for capital, and \$2.4 million for annual recurrent funding) to meet the staff housing needs of the Pilbara region in order to deal with the current, and future workload associated with the forecast expansion in the Western Australian resource sector.</p> <p>Such a business case should also be considered for the Kimberley, Goldfields and Mid West Regions to reflect the significant economic growth that has already occurred, and expected in those areas.</p>	<p>Agreed in principle.</p> <p>While the specific requirements for the Pilbara are the focus of the recommendation, the issues of accommodation availability, quality and affordability present a serious obstacle to recruitment and retention, and to delivery of services, in a number of regions. It is an issue that needs a Statewide perspective and response.</p> <p>A revised housing policy, that acknowledges the importance of housing in attracting and retaining staff in regional areas, was approved by Corporate Executive on 14 April 2008. A number of strategies are currently being explored to assist regions in addressing housing needs.</p>	High	31 August 2008 (for consideration in the 2009/10 budget process)	Director Regional Services with the assistance of Director Corporate Services

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p>RECOMMENDATION 52 The Director General (himself) consider the merits of establishing a detailed independent performance review of wildfire preparedness and management by DEC, and if applicable, seek a wider Government review of the issue.</p>	<p>Agreed in principle.</p> <p>There has been a series of reviews over many years in respect of fire management, eg:</p> <ul style="list-style-type: none"> • the Auditor General's report <i>Responding to Major Bushfires</i> in October 2004; • the EPA Bulletin 1151 <i>Review of Fire Policies and Management Practices of the Department of Conservation and Land Management</i> in October 2004; and • the Council of Australian Governments report <i>National Inquiry into Bushfire Mitigation and Management</i> in March 2004. <p>There is a strong culture of continuous learning from experience from within the State, across Australia and overseas, and there is an annual review of wildfire preparedness by DEC.</p> <p>Nevertheless, this is an area of high risk exposure for the Department, and following the deaths in the Boorabbin wildfire in December 2007, a series of internal and external reviews has been commissioned, and a whole-of-government steering committee to oversee those reviews has been initiated. The intention is to identify and implement necessary changes.</p> <p>Given the significance of the Boorabbin fire and the reviews flowing from it, the need for further and wider review will be considered in the light of developments in respect of the Boorabbin fire.</p>	High	Throughout 2008	DG assisted by Director Regional Services

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p>RECOMMENDATION 53 The Regional Services Division is placed within an overall Operations Division under the responsibility of a new Deputy Director General Operations in order to provide increased focus on service delivery and increased recognition of its functions within the department.</p>	<p>Noted, see response to Recommendation 76 regarding organisational structure.</p> <p>The establishment of a new Deputy Director General position would require the approval of the Department of the Premier and Cabinet.</p> <p>The basis for the Review Report expressing the view that there needs to an increased focus on service delivery by the Regional Services Division and increased recognition of its functions within the Department is not readily evident. The Division comprises about half the Department's workforce, its Director reports directly to the Director General, and it is considered that its functions are well recognised within the Department.</p> <p>Given the scope and responsibility of the Director of Regional Services position, there is a case to review the position's classification level.</p>	As for Rec. 76	As for Rec. 76	As for Rec. 76
SCIENCE DIVISION				
<p>RECOMMENDATION 54 The General Manager, Business Performance as part of the position's focus on improving DEC's organisational performance, embrace a separate strategic planning process to examine the priority for, resources needed and case for integration of all research delivery within the Science Division or as proposed within a broader Operations Division.</p>	<p>Agreed.</p> <p>The Department's Science Division concentrates on biodiversity conservation research, as well as a small component of research into astronomy through the Perth Observatory and some socio-economic research relating to parks and visitor services. This reflects the history and origins of the Division and the needs of the former CALM, as well as the sources of the Division's funding. A wide range of other groups in the Department also</p>	Medium	30 June 2009	DG and Director Science

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>participate in scientific research or have collaborative arrangements with a variety of science providers. However there is no dedicated scientific research capacity servicing the Department's environmental protection businesses.</p> <p>The Department's Science Division published <i>A strategic plan for biodiversity conservation research 2008-2017</i> in January 2008. The Division also publishes annual Research Activity Reports and a range of other documents in addition to its output of scientific papers.</p> <p>Notwithstanding this, there is merit in a high level strategic review of the Department's science program. This should occur irrespective of whether the position of General Manager, Business Performance is established (this matter is addressed in Recommendation 76).</p>			
STRATEGIC DEVELOPMENT AND CORPORATE AFFAIRS				
<p>RECOMMENDATION 55 A corporate brand is developed around the credibility of DEC as the lead agency protecting Western Australia's biodiversity and fragile environment.</p>	<p>Agreed.</p> <p>This work is ongoing. Through its external communication, awareness and education programs, there is a focus on the identity and purpose of DEC. How the community perceives the Department is a product of both the tangible (services and actions) and intangible (symbols extended throughout our communications) characteristics of DEC. This will be highlighted further in the Department's new communications plan. See the response to Recommendation 60.</p>	High	Ongoing	Director Strategic Development and Corporate Affairs

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>The Department has adopted <i>Our environment, our future</i> as part of its visual identity in accordance with Government standards. This visual identity also includes the former CALM symbol that had a high level of brand recognition and acceptance throughout the community through consistent use since 1985. The former DoE, as a consequence of frequent organisational changes over time, did not have a well-recognised brand.</p>			
<p>RECOMMENDATION 56 A structured marketing program is developed to increase the agency's credibility with the community, based on education, awareness, communication, established values, respect and trust.</p>	<p>Agreed, although "marketing" is not the correct term.</p> <p>The Department's education, awareness and education activities are tailored to create awareness, appreciation, motivation and to advocate for environmental protection and conservation; to create partnerships and alliances; and to encourage appropriate public participation and involvement.</p> <p>It is acknowledged that the Department needs to take steps to further aggregate and integrate its education, awareness and communication activities. See also the response to Recommendation 74.</p>	High	31 December 2008	Director Strategic Development and Corporate Affairs
<p>RECOMMENDATION 57 A planned series of structured positive weekly media releases be developed promoting the protection of the State's biodiversity and fragile environment. This needs to be developed from a State perspective and as a regional targeted media program.</p>	<p>Agreed.</p> <p>The Department already has a very active program of media releases both in its own name and on behalf of the Minister. These are both proactive in the sense of promoting the work of the Department, as well as responsive to issues of interest in the community.</p>	High	Completed (ongoing)	Director Strategic Development and Corporate Affairs

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>In 2007, the Department issued 211 formal media releases, including wildfire alerts, and assisted the Minister's office with 56 Ministerial media releases related to the work of the Department.</p> <p>The work of the Department generates extensive media coverage throughout the State. Media content analysis in January and February 2008, when there was extensive fire activity, shows coverage of the Department in 1,369 press, radio and TV stories with more than a third of these generated by DEC's formal media relations activities.</p>			
<p>RECOMMENDATION 58 Agency staff be fully briefed on the corporate brand, and encouraged to promote that brand on all occasions.</p>	<p>Agreed. See the response to Recommendation 55.</p>	High	Ongoing	Director Strategic Development and Corporate Affairs
<p>RECOMMENDATION 59 A media champion / personality is engaged to support and promote the corporate brand.</p>	<p>To be considered as part of the Department's new communications plan (see the response to Recommendation 60).</p> <p>There is a broad spectrum of DEC activities and it is unlikely that a single "media champion" would be effective. For an organisation such as DEC, the most credible "media champions" in the long term will be those who come from within the organisation.</p>	Medium	30 September 2008	Director Strategic Development and Corporate Affairs
<p>RECOMMENDATION 60 The Strategic Development and Corporate Affairs Communications Plan is updated, including a structured Internal Communication Program, containing a</p>	<p>Agreed</p>	High	31 August 2008	Director Strategic Development and Corporate Affairs

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
weekly personalised 'one page' message from the Director General advising staff of key issues, activities, events, decisions, announcements of interest.				
<p>RECOMMENDATION 61 All Intranets be merged, and the DEC website is consolidated as a matter of urgency in order to significantly improve internal and external communications.</p>	<p>Agreed.</p> <p>The Department took the view that other merger issues were more critical immediately following 1 July 2006, but agrees that this is urgent and a high priority.</p> <p>Work on amalgamating DEC's websites is well advanced and a new DEC website will be operational by 30 June 2008.</p> <p>A basic, functioning, single Intranet for DEC will be operational by 31 October 2008.</p>	High	30 June 2008 for DEC website and 31 October 2008 for DEC Intranet.	Director Strategic Development and Corporate Affairs
<p>RECOMMENDATION 62 Consideration should be given to transferring the DEC Corporate / Strategic Planning function to a more dedicated Strategic Planning and Policy branch responsible to the new General Manager, Business Performance which will also have a whole of government, departmental, divisional and branch strategic planning and policy focus.</p>	See the response to Recommendation 76	As for Rec. 76	As for Rec. 76	As for Rec. 76
<p>RECOMMENDATION 63 Although a trial is to be conducted at the DEC Geraldton office to assess the impact of extending the ex DOE online phone book to all DEC staff, it is considered that an agency wide on line Internal Telephone Directory should be implemented urgently, comprising name, title, role and</p>	<p>Agreed.</p> <p>An on-line Phone Manager is currently being deployed across the agency, with 41 locations converted to the on-line Phone Manager to date, and the remaining seven due to be completed by September 2008. Once all locations have been converted, possible further improvements to</p>	High	30 September 2008	Director Corporate Services

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
responsibilities, contact details, photograph, specific location, personal profile and interests.	<p>integrate the Phone Manager system with the department's personnel system will be evaluated. This would be subject to a cost-benefit analysis.</p> <p>A printed staff phone book is used extensively by many staff when away from their offices, and has been retained for that reason.</p>			
<p>RECOMMENDATION 64</p> <p>Although it is noted that a new Information Management Plan is being developed, this Review considers that the development of a single DEC Intranet should be afforded high priority in order to provide a central portal of information and improve internal communication.</p>	<p>Agreed.</p> <p>See the response to Recommendation 61.</p>	High	31 October 2008	Director Strategic Development and Corporate Affairs
<p>RECOMMENDATION 65</p> <p>All members of the Corporate Executive and Directors should implement a Planned Visitation Program to ensure that they have at least one structured visit to all DEC metropolitan offices over a 2 year period, and one structured visit to all DEC regional offices over a 3 year period.</p>	<p>Agreed.</p> <p>The intent of the recommendation is fully supported, although the business need in terms of frequency of visits varies between Directors. All Directors should plan a cycle of such visits, in appropriate groupings as required, and the Corporate Executive should meet at each major metropolitan office within each year, and should visit, as a Corporate Executive group, at least one Region each year. Planned visits by the Corporate Executive are being addressed in the development of a Corporate Executive charter, a draft of which was considered at the Corporate Executive meeting on 9 June 2008.</p>	High	Ongoing	Corporate Executive and all Directors
<p>RECOMMENDATION 66</p> <p>The Strategic Development and Corporate Affairs Division should be transferred to the Corporate Services Division as the</p>	See the response to Recommendation 76	As for Rec. 76	As for Rec. 76	As for Rec. 76

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
Marketing and Public Affairs Branch with the primary aims of reducing the span of control within the Department; make a smaller Corporate Executive and combine corporate services related functions into one Division, under a new senior Deputy Director General Corporate Services position.				
STRATEGIC POLICY DIVISION				
<p>RECOMMENDATION 67 The EPA Service Unit is formally created, comprising relevant staff from the Office of the EPA Chairman; the Environmental Impact Assessment (EIA) Division and the Strategic Policy (SP) Division. Following a negotiation process, identified other DEC staff from the EIA and SP Divisions will remain in their existing functional areas.</p>	<p>Agree to the formal creation of the EPA Service Unit.</p> <p>The Director General and the Chairman of the EPA signed a Memorandum of Understanding and Service Level Agreement <i>Provision of Services by the Department of Environment and Conservation to the Environmental Protection Authority</i> on 17 March 2008. The MoU provides for an annual service level agreement and resource plan.</p> <p>The EPA Service Unit does exist, and comprises the Office of the EPA Chairman and the Environmental Impact Assessment Division.</p> <p>The Director General and the Chairman of the EPA agree that, in light of the MoU, the Strategic Policy Division can contribute to the work of both the Department and the EPA, through an annually agreed work plan and associated resourcing.</p> <p>It should be noted that the Pollett/Welker <i>Review of the Organisation of the Department of Environment</i> (March 2006) concluded that the</p>	Medium	1 July 2008	DG

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>then Department needed to strengthen its policy development role in its own right and in cooperation with the EPA and other agencies and authorities.</p> <p>The Strategic Policy Division will continue to provide services to the EPA, but will not formally be part of the EPA Service Unit. It will continue to report to the Director General.</p> <p>The intent of the last part of the recommendation is not clear.</p>			
<p>RECOMMENDATION 68 The EPA Service Unit is included on the DEC Organisation Chart, with continuing administrative responsibility to the Deputy Director General – Environment, and functional responsibility to the Chairman of the EPA.</p>	<p>Agreed.</p> <p>In agreeing with this recommendation, it should be noted that the responsibilities of the staff in the EPA Service Unit are covered in the Memorandum of Understanding and Service Level Agreement between the Director General and the Chairman of the EPA. Staff of the EPA Service Unit have responsibilities to the Director General that extend beyond simply administrative responsibilities, as detailed in the MoU. For example, EPA Service Unit staff are required to prepare Ministerial and Director General advice and correspondence, and contribute to the Department's Corporate Executive and the broad functioning of the Department.</p>	Medium	1 July 2008	DG
<p>RECOMMENDATION 69 The current Service Level Agreement between the EPA Chairman and the Director General of the Department of Environment and Conservation should be reviewed and updated to accurately reflect the responsibilities of both parties, and the</p>	<p>Agreed.</p> <p>The Director General and the Chairman of the EPA signed a Memorandum of Understanding and Service Level Agreement <i>Provision of Services by the Department of Environment and</i></p>	High	Completed	DG

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p>agreed resourcing requirements. Recognition will need to be given to the recent Review by Cressida Consulting on EPA resourcing requirements.</p>	<p><i>Conservation to the Environmental Protection Authority</i> on 17 March 2008. The MoU provides for an annual service level agreement and resource plan.</p> <p>The Cressida Review has already been taken into account in addressing resourcing requirements, and assisted in obtaining additional funding in the 2008/09 Budget (see the response to Recommendation 27).</p>			
<p>RECOMMENDATION 70 DEC consider the various 'areas requiring attention', as identified in the <i>State of the Environment Report 2007</i>, and where relevant implement appropriate strategies, including the development of an Environmental Action Plan. DEC should then provide the EPA with a progress report on its response to the SOE Report.</p>	<p>Agreed.</p> <p>The development of a whole-of-Government response to the SoE Report, to be coordinated by the Department, is a matter for Government policy determination.</p>	Medium	To be determined	DG and Director of Strategic Policy
<p>RECOMMENDATION 71 The Office of Climate Change is transferred to the direct functional responsibility of the Deputy Director General – Environment to reflect the increased importance, and growth of the climate change debate within DEC and the environment and conservation; and climate change portfolio.</p>	<p>Not agreed.</p> <p>The rationale given for the proposed transfer is not persuasive. Climate change is a major issue that is relevant across most, if not all, of the Department's interests and functions. Rather than being placed under the Deputy Director General Environment, or indeed the Deputy Director General Parks and Conservation (given the impact of climate change on biodiversity conservation, protected areas and forest management), the Office of Climate Change is best situated where it is not seen (only) as part of one or other of the Department's two major streams. This leads to the conclusion that it either stays in Strategic Policy Division, or becomes a direct report to the Director General.</p>	Completed	Completed	N/A

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
SUSTAINABILITY DIVISION				
<p>RECOMMENDATION 72 Negotiations commence immediately on the development of a Memorandum of Understanding / Service Level Agreement between DEC and the proposed Waste Authority.</p>	<p>Agreed.</p> <p>This is being addressed as a matter of priority following appointment of the Waste Authority.</p>	High	31 July 2008	DG and DDG Environment
<p>RECOMMENDATION 73 Consideration is given to the appropriateness of transferring the Sustainability Program Unit to be a branch of the Office of Climate Change.</p>	<p>Agreed.</p> <p>The recommendation is that consideration be given to this transfer. However it is noted that the Sustainability Program Unit's roles extend well beyond just climate change. Also, it is important to remember that the Office of Climate Change performs a whole-of-Government coordinating role, akin to that of a normal central agency role. It would not be appropriate to make changes that would have the effect of compromising that status.</p> <p>Consideration of any changes in this area can be deferred until 2009, thus allowing time for further development and settling down of the Sustainability Division (including filling the position of Director), and also so that the Office of Climate Change can focus without interruption on critical current issues including the developing national and international agendas in climate change.</p>	Low	30 June 2009	DG, DDG Environment, Director, Director Sustainability, Director Strategic Policy and Director Office of Climate Change
<p>RECOMMENDATION 74 Consideration should be given to the Community Education Branch being merged within an overarching Marketing and Public Affairs Branch in order to achieve internal efficiencies and economies of scale on education and awareness</p>	<p>Agreed.</p> <p>There are several nodes of delivery of community (including schools) education in the Department. This has been acknowledged since the time of the merger, but was not a priority for attention in the</p>	High	30 November 2008	DDG Environment and DDG Parks and Conservation to establish taskforce

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
programs provided by DEC.	<p>immediate post-merger period. However, it is now important that it be addressed.</p> <p>A Departmental taskforce will be established to review options and make recommendations to Corporate Executive in this area.</p>			
<p>RECOMMENDATION 75 The future funding arrangements of the Keep Australia Beautiful Council, beyond mid 2009, should be clarified in order to provide some certainty and allow for appropriate planning to occur.</p>	<p>Agreed.</p> <p>The sources of funding to the Keep Australia Beautiful Council for 2007/08 comprise consolidated funding through the Department, the Waste Management and Recycling Account, revenue from littering fines, and sponsorship, as well as in-kind support from the Department. It is anticipated that a similar mix of funding will continue into the future.</p> <p>The Keep Australia Beautiful Council is established under the <i>Litter Act 1979</i>. Consistent with Machinery of Government recommendations from 2001, it is proposed that this Act be repealed and that the <i>Environmental Protection Act 1986</i> be amended to incorporate relevant provisions including continued operation of the Council.</p>	Medium	31 March 2009	DDG Environment
AGENCY LEAD DIRECTION TO IMPROVE PERFORMANCE AS A 'MODEL AGENCY'				
<p>RECOMMENDATION 76 The organisation structure proposed under Option 1 (Appendix 2) is adopted.</p>	<p>This is a key recommendation and the review makes important and useful observations that will assist in refining the organisation structure. However it would be premature to adopt the recommended structure without further examination as well as staff consultation.</p>	High	30 November 2008	DG in consultation with Corporate Executive

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>The best approach would be for organisation structure to be considered by the Corporate Executive, noting the following:</p> <ul style="list-style-type: none"> • the report recommends an organisational restructure now, and a further one in five years; • a number of specific structural change proposals are dealt with in the responses to other Recommendations, e.g. 7 (Air Quality Management Branch), 26 (Environmental Enforcement Unit and Nature Protection Branch), 39 (Legal Services Branch), 71 (Office of Climate Change), 73 (Sustainability Program Unit) and 74 (education programs); • review of the classification (and title) of the Director Regional Services is warranted as noted in the response to Recommendation 53, however the Regional Services and Science Divisions perform quite different functions and combining them under one Deputy Director General Operations is unlikely to yield benefits; • the proposed changes in the Strategic Development and Corporate Affairs and Corporate Services areas, together with the proposed position of General Manager, Business Performance, require careful thought and evaluation as well as consultation with staff; and • creation of the three proposed new senior positions (General Manager Business Performance, Deputy Director General Corporate Services and Deputy Director General Operations) would require the 			

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>approval of the Department of the Premier and Cabinet, and the establishment of the General Manager Business Performance and supporting staff would require additional funding (see Recommendation 80).</p> <p>In considering this recommendation, a key issue is whether ongoing strategic planning, organisational development and change management are best driven across the leadership of the Department or vested in a new, single "change agent" position. Notwithstanding this issue, there is merit in creating a third, senior Deputy Director General position in the Department, as was contemplated at the time of the Department's creation (in addition to the proposed more senior positions in Corporate Services and Regional Services, which are warranted based on the extra responsibilities of both positions as a consequence of the merger).</p>			
<p>RECOMMENDATION 77 A smaller more responsive and effective Corporate Executive team of 6 be formed, comprising, the Director General; the Deputy Director General Parks and Conservation; the Deputy Director General Environment, the Deputy Director General Operations; the Deputy Director General Corporate Services and the General Manager, Business Performance.</p>	<p>Agree to intent.</p> <p>The composition proposed in this recommendation would be dependent on the creation of new positions as recommended elsewhere in the Review Report, which as noted earlier (e.g. in the response to Recommendation 76) will require approval from the Department of the Premier and Cabinet as well as extra funding.</p> <p>At its meeting on 9 June 2008, Corporate Executive discussed this issue as part of its consideration of a draft Corporate Executive charter.</p> <p>A smaller Senior Executive Group will be</p>	High	31 July 2008	Director General

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
	<p>established to deal with matters of coordination and strategic direction across the Department. Initially it will comprise (in terms of current position titles) the Director General, Deputy Director General Parks and Conservation, Deputy Director General Environment, Director of Regional Services, Director of Corporate Services, Director of Strategic Policy and Director of Strategic Development and Corporate Affairs.</p> <p>The need for all Directors currently on Corporate Executive to meet as a group is recognised and this will continue, although less frequently than the new Senior Executive Group. The proposed Corporate Executive charter will clearly define the roles of the two groups as well as other matters such as meeting frequency and communication between the two groups.</p> <p>Additionally the two Deputy Director Generals will each meet regularly with their Directors to address policy and business issues related to their respective areas.</p> <p>In making these changes, the contribution of the full Corporate Executive that has been in place since the merger is acknowledged. It was a deliberate decision at the time of the merger to create a Corporate Executive made up of all Directors in the Department who had been members of the Corporate Executives of the two merging agencies. This was done for reasons of business continuity, equity and to ensure that the merger was not, and was not seen as, a "takeover" of one agency by another.</p>			

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p>RECOMMENDATION 78</p> <p>A new position – General Manager, Business Performance be created as a matter of urgency in order to:</p> <ol style="list-style-type: none"> 1. Deal with the many findings and recommendations contained in this and other Reports; 2. Drive and manage the continuing change management / transition process, including any organisational re-design; 3. Provide high level whole of government, agency and divisional strategic planning and policy support; 4. Provide high level strategic operational support to the Director General and other Deputy Director Generals; 5. Drive improved Agency Performance and transparency in reporting, and 6. Create an agency change champion addressing many of the staff concerns raised during this Review. <p>It is proposed that at the end of 5 years (the standard Contract period) that the contract will not be renewed unless there is a case for ongoing change management and improving business performance.</p> <p>The position will be directly responsible to the Director General and should be empowered with a high level of agency wide operational authority.</p>	<p>Agreed.</p> <p>The broad intent of the new position is supported, with a strong focus on business performance. Discussions will be initiated with both the Department of the Premier and Cabinet and the Department of Treasury and Finance to establish a position along these lines.</p>	High	31 August 2008	Director General in consultation with DDGs

RECOMMENDATION	RESPONSE	PRIORITY	COMPLETION DATE	RESPONSIBLE OFFICER
<p><u>RECOMMENDATION 79</u> In view of the proposed Divisional and Branch re-alignment, and subsequent changes in responsibilities, it is considered appropriate that all affected positions will require a classification review.</p>	Agreed.	High	30 November 2008 (and upon creation for any new positions that are established)	Manager People Services
<p><u>RECOMMENDATION 80</u> A special business case is urgently developed in order to fund the General Manager Business Performance position, support services and positions that are affected by the proposed Divisional and Branch re-alignment.</p>	To be dealt with as part of the responses to Recommendation 76 and 78.	As for Rec's 76 and 78	As for Rec's 76 and 78	As for Rec's 76 and 78

REVIEW FINDINGS

FINDING	COMMENT
CURRENT SITUATION	
<p><u>FINDING 1</u> Roles and responsibilities for waterways and catchment management, which were undertaken by the WRC, are not clearly delineated between the DOE and the new DOW. The Water Resource Legislation Amendments Bill 2006, which is currently before the Legislative Council, will abolish the Water and Rivers Commission. There will then be a need to review a previous decision (September 2005) of the Water Resources Cabinet Sub Committee to determine the relevant roles and responsibilities for DEC and DOW. The DOW is also currently preparing new water legislation in the form of a Water Resources Management Bill which is intended to be introduced into Parliament in 2008, which should provide clearer specification of relevant roles and responsibilities.</p>	Noted/agreed.
<p><u>FINDING 2</u> The recommendation to develop an Implementation Plan for the various reforms proposed in the <i>Review of the Organisation of the Department of Environment, March 2006</i> was not completed in view of the Cabinet decision to merge the Department of Environment with the Department of Conservation and Land Management, to form the new Department of Environment and Conservation. The various recommendations contained in that Report have not specifically been implemented, although many are mirrored in the recommendations emanating from this Review.</p>	Noted. The 2006 review is superceded by this review, which will provide the basis for future actions.
<p><u>FINDING 3</u> The negotiations between DEC and the DOW relating to an apparent inequitable distribution of resources, assets and funding support are unresolved.</p>	Noted. Dealt with in the response to Rec. 9.
<p><u>FINDING 4</u> The staff and stakeholder consultation process indicated that there had been benefits to Government and stakeholders from the amalgamation and that staff have been provided with increased career opportunities from being employed in a larger and broader agency. There was nevertheless a general view that more benefits will be achievable over the coming years as agency wide systems, processes and policies continue to be refined and developed.</p>	Noted. The Department recognises that further benefits are achievable as the Department 'matures' and agency-wide systems, processes and policies are progressed.

FINDING	COMMENT
<p>FINDING 5 The DEC Corporate Plan 2007–2009 is well considered and compiled, and contains a Vision, Mission, Responsibilities, Values, Principles and a number of relevant Strategic Directions, Objectives and Strategies towards achieving the Vision of ‘A healthy, diverse and well managed Western Australian environment’.</p>	Noted.
<p>FINDING 6 The DEC Mission is ‘Working with the community, we will ensure that Western Australia’s environment is valued, protected and conserved, for its intrinsic value, and the appreciation and benefit of present and future generations’.</p>	Noted.
<p>FINDING 7 The DEC Corporate Plan 2007-2009 was developed through the Strategic Development and Corporate Affairs Division, and involved consultation with senior staff members and the Corporate Executive; and input provided at a Corporate Executive Strategic Planning workshop in February 2007.</p>	Noted.
<p>FINDING 8 A copy of the DEC Corporate Plan 2007–2009 was made available to all staff; however, they were not briefed on its content; its values; and how individual staff members might play their part in achieving the desired corporate objectives.</p>	Noted. Rollout at staff level is a responsibility shared across all Directors and Managers.
<p>FINDING 9 A number of Divisional and Branch Strategic / Business plans have been prepared which also generally appear to be consistent with the objectives and strategies contained in the DEC Corporate Plan 2007–2009. It was also noted that some Strategic / Business plans were in the formulation and drafting stages; whereas others were not presented during this Review. Those Strategic / Business Plans that were sighted varied considerably in format and presentation, some of which were very well considered and presented.</p>	Noted.
<p>FINDING 10 The DEC Corporate Plan 2007–2009 did not appear to be consistent with the “Better Planning: Better Futures – A Framework for Strategic Management of the WA Public Sector” document referred to in the Premier’s Circular 2007/05, although it reflects the strategies and objectives of the agency.</p>	Noted. <i>Better Planning: Better Futures</i> is a high level, whole-of-government strategic plan. The Department’s view is that its Corporate Plan is broadly consistent with <i>Better Planning: Better Futures</i> , but that the Corporate Plan is tailored, by necessity, to the Department’s business.

FINDING	COMMENT
<p><u>FINDING 11</u> The current Corporate Executive comprises fourteen positions.</p>	Noted. See response to Recommendation 77.
<i>CORPORATE SERVICES DIVISION</i>	
<p><u>FINDING 12</u> During the staff consultation process there were concerns expressed that there was insufficient strategic corporate services support provided to other DEC Divisions. There was a view that they were left to their own devices, which often lead to Divisions doing their own thing. This was considered to be inefficient as it could result in inconsistencies, duplicated effort and overall lack of strategic direction. More importantly, business efficiency and effectiveness is dependent upon corporate objectives and business systems aligning with departmental objectives integrated with the needs of the department as a single entity. For this reason, this Review focused particularly on the Corporate Services Division and its branches.</p>	Noted. This reflects, to some degree, a divergence between a “devolved” corporate services model in the former CALM versus a more centralised model in the former DoE. It is also influenced strongly by the outcome of the pre-DEC DoE/DoW demerger (e.g. see finding no. 3). The Corporate Services Division also had to concentrate on highest priority merger issues following the establishment of DEC. In the post-merger environment it is acknowledged that further improvements in the corporate services area are needed.
<p><u>FINDING 13</u> A constant view during the staff consultation process (especially ex DOE staff) was that the current finance/budget system does create some funding problems (particularly for service providers), and requires a varying degree of finance and budgeting expertise and knowledge to be provided directly in each Division and cost centre. In the timeframe provided for this Review no further assessment or comment is made on this issue, although the concern should receive attention in the lead up to adoption of the Shared Services Centre outcomes. In the interim, a higher level of support from Corporate Services to the ex DOE staff will assist.</p>	Noted. Further to the comments in respect of finding no. 12, it is acknowledged that further improvements in the finance/budget system are needed.
<p><u>FINDING 14</u> DEC appears to have been the subject of a \$3.188m p.a. recurrent appropriation shortfall following the de merger of the then Water and Rivers Commission and the Department of Environment. There were also other financial matters that were subject to clarification and resolution. Unfortunately, all of these matters remain unresolved, to the financial disadvantage of DEC.</p>	Noted and agreed. See the response to Recommendation 9.
<p><u>FINDING 15</u> Recognition was recently provided to DEC in the <i>Innovation in Procurement – Treasurer’s Awards 2007</i> where the Department was the winner in the <i>Implementation and Use of Purchasing Cards</i> category, and received a High</p>	Noted. This has been a success via the enthusiastic effort of staff in the Corporate Services Division and elsewhere.

FINDING	COMMENT
<p>Commendation (Large Agency) in the <i>Take-up of the Regional Buying Centre Initiative</i>.</p> <p>In winning the former award, it was acknowledged that the Department successfully overcame the challenge of merging two agencies; each with their own financial and procurement systems; and of particular note was DEC's considerable progress with the Pcard program across the newly merged department, increasing the number of former DOE employees using the cards from 50 to 350 within a period of 6 months and as a result were well on track to achieve 2010 targets two years ahead of time. The latter award noted that DEC is an enthusiastic supporter of regional buying, and has decentralised the procurement process with the majority of purchasing done by operational staff rather than head office.</p>	
<p>FINDING 16 The financial systems of DEC adequately meet the macro reporting needs for Government and management control of the Department.</p>	Noted.
<p>FINDING 17 The staff and stakeholder consultation process identified attraction and retention of suitable personnel as being critical to the long term efficiency and effectiveness of the Department.</p>	Noted and agreed.
<p>FINDING 18 As at December 2006 the average age of DEC permanent employees and fixed term contract employees was 40.9 years, with 297 (15.55%) at the retirement age of 55 years and a further 491 employees (25.71%) reaching retirement age within the next 10 years.</p>	Noted.
<p>FINDING 19 The number of terminations for the 12 months to 30 September 2007 totalled 311, with the highest percentages being experienced within the Environmental Regulation, Strategic Policy, Corporate Services Divisions and the Swan River Trust.</p>	Noted. Attraction and retention is a key and challenging issue for the public sector, and particularly DEC, in the current period of very strong economic growth.
<p>FINDING 20 An analysis of these terminations has been undertaken by the People Services Branch with a number of reasons being provided, including; transfer, promotion, family, study, health, dismissal, death, retirement, other work or other reasons. The highest proportion of reasons was attributed to 'Other Reasons' and 'Other Work'.</p>	Noted. See the comment on finding no. 19.

FINDING	COMMENT
<p><u>FINDING 21</u> DEC management is extremely concerned about this high level of staff turnover, and has identified and developed a number of strategies and measures to ensure that the Department is better placed to attract and retain suitably skilled staff.</p>	Noted. See response to Recommendation 11.
<p><u>FINDING 22</u> In order to address the issues and risks associated with staff turnover, DEC has established a Section within the People Services Branch concentrating on workforce planning and performance reporting. One of the key deliverables of this section is to develop a corporate position on attraction and retention opportunities.</p>	Noted. See response to Recommendation 11.
<p><u>FINDING 23</u> Other than two specialist employees DEC has not fully introduced a wider Attraction and Retention program throughout the agency, although efforts are continuing for it to be completed.</p>	Noted. Central agency requirements, budget constraints and equity issues affect the broader pursuit of such a strategy.
<p><u>FINDING 24</u> An overseas recruitment team recently travelled to South Africa as a means of addressing the current attraction and retention problems in DEC, especially in some areas of Environmental Services and Regional Services Division. The Review acknowledges this proactive initiative.</p>	Noted. This is one example of the Department's response to attraction and retention challenges.
<p><u>FINDING 25</u> The DEC People Reference Group has been established to advise the executive on strategic people management objectives and issues. The existence of the DEC People Reference Group is fully supported by this Review as the group contributes towards an effective communication network used by decision makers dealing with people management in a dynamic work environment.</p>	Noted and agreed.
<p><u>FINDING 26</u> It was noted during the staff consultation process that not all senior DEC staff had either understood or embraced the concept of the DEC People Reference Group, and therefore provided minimal input or voluntary staff time in order to achieve the outcomes of the Group.</p>	Noted. See response to Recommendation 14.

FINDING	COMMENT
<p>FINDING 27 DEC has a number of internal Reward and Recognition awards (including safety awards, annual park passes, scholarships) emanating from a decision made by the CALM Corporate Executive in 2002.</p>	<p>Noted. These programs have been rolled out across the whole Department.</p>
<p>FINDING 28 During the staff consultation process it became evident that morale in various Divisions in the agency is low due to the continuing excessive workload, constant public scrutiny, sub standard accommodation and low self esteem, and that the development of the existing Reward and Recognition program would be highly beneficial in contributing to a reduction in the current high staff turnover rate.</p>	<p>Noted. It is considered that this is variable within the agency, and partly reflects communication shortfalls from senior management. For example, even if the merger to form DEC had not occurred, the Atrium would have been unable to accommodate all staff groups from Westralia Square. Similarly, issues of workload relative to resourcing are of long standing across both the former CALM and DoE.</p> <p>Public scrutiny is inevitable, and appropriate, for an agency such as DEC.</p> <p>Nevertheless, the Department recognises that these are significant issues that it needs to continue to address.</p>
<p>FINDING 29 Several observations were made during the staff and stakeholder consultation process that a limited number of women held senior DEC positions.</p>	<p>Noted. This is recognised in the Department's 'Equity and Diversity Plan 2007 – 2012'. The Department is seeking to address this. For example, over the last three years the intake to the CALM/DEC Graduate Recruit Program has comprised 60% women.</p>
<p>FINDING 30 The 'How Does Your Agency Compare in 2006' publication issued by the Office of Equal Employment Opportunity noted that of the 2,100 DEC employees, 917 (43.7%) were women, of which none were represented in the Senior Executive Service or Tier 1 and Tier 2 Management levels.</p>	<p>Noted. See the comment on finding 29.</p>
<p>FINDING 31 Several comments were received during the staff consultation process that senior staff should be provided greater empowerment to deal with human resource management issues in order to avoid any unnecessary processing delays.</p>	<p>Noted. The Review Report does not provide any information that substantiates that this is a significant issue or concern.</p>
<p>FINDING 32 DEC managed two payrolls systems (ex DOE and ex CALM), until they were merged into one in February 2007.</p>	<p>Noted.</p>

FINDING	COMMENT
<p><u>FINDING 33</u> The staff stakeholder consultation process indicated that increased emphasis should be given in the Graduate Recruitment Program and training to meet environmental regulation and DEC compliance staffing needs.</p>	<p>Noted. See response to Recommendation 20. The Environmental services budget needs to contribute to the broadening of this program.</p>
<p><u>FINDING 34</u> The overriding objective during the short term merger process was to maintain the stability and uninterrupted availability of all business information systems and other services (including email and file services), and the integrity of the information these systems provide.</p>	<p>Noted. This was one of the Department's objectives in the immediate post-merger period.</p>
<p><u>FINDING 35</u> Although a recovery planning document exists, the CALM Disaster Recovery Plan for Information Technology systems dated July 2005 has not been updated to reflect the merger with the DOE, and the creation of DEC.</p>	<p>Noted.</p>
<p><u>FINDING 36</u> Regular comment was provided during the staff consultation process that the communication bandwidth requirements of the department were not being met, particularly in the regions. A consultant has recently been appointed to determine the bandwidth requirement of the department, and that a Network Communication Working Group (Chaired by a representative from the Regional Services Division) to expand the regional network has been formed.</p>	<p>Noted. This is one of a number of information management and budget issues that the Department is addressing.</p>
<p><u>FINDING 37</u> Due to workload pressures and the need to maintain the integrity of the merged information technology systems throughout DEC, a DEC Information and Telecommunications Strategic Plan has not yet been developed, with the agency operating from the CALM Information Technology and Telecommunication Strategic Plan dated 18 July 2002; and short term and longer term priorities as identified at the time of the amalgamation with DOE. The Review considers that the development and finalisation of the Information and Telecommunications Strategic Plan is crucial to the immediate future of DEC. The Review acknowledges that a revision of the Plan has just commenced, however it is of the view that the development of a new Plan should have been provided a high priority upon the announcement of the amalgamation with DOE.</p>	<p>Noted. The Department did not share this view in the context of the immediate pressures and priorities post-merger.</p>

FINDING	COMMENT
<p>FINDING 38 The revised Information and Telecommunications Strategic Plan will identify the information and information management requirements for the Department to be able to do its business; issues and gaps; and recommended actions to address those issues and gaps, and how they should be funded. This Review considers that this planning process should be completed with the utmost urgency in order to improve the efficiency and effectiveness of the department by providing increased access to technology based business tools.</p>	Noted and agreed. See response to Recommendation 23.
<p>FINDING 39 In order to cope with the many office accommodation issues being faced by the Department, including the development of a Business Case for Metropolitan accommodation; monitor the construction of the new Herbarium to keep the timelines on target, and on budget; deal with other accommodations issues (such as immediate accommodation pressures, car parking and staff amenities) and Plan for the future needs of the Department, DEC has reallocated a staffing resource to manage the Accommodation function. Based on other comments within this Report, there appears to be a need to have a more coordinated and centralised strategic approach to Regional office accommodation.</p>	Noted and agreed. It should be noted that, regardless of the formation of DEC, the former DoE staff (i.e. DoE and DoW) would not have been able to be accommodated in the Atrium following the vacation of Westralia Square. Similarly, the Ellam Street (South Perth) office would not have been able to continue to accommodate all the former DoE staff who were based there.
ENVIRONMENTAL ENFORCEMENT UNIT	
<p>FINDING 40 The Local Environmental Enforcement Group (LEEG) structure is considered beneficial in ensuring effective management, coordination and ongoing assessment of the complex and protracted regional investigations.</p>	Noted.
<p>FINDING 41 A Paper dated October 2006 entitled '<i>Integration of the Enforcement Functions</i>', containing several recommendations and structural options has been prepared for the consideration of the Director General. The thrust of the recommendations concerning merging of systems and procedures (including investigations manuals, MOU's with other agencies, databases and training) is supported by this Review.</p>	Noted. See response to Recommendation 26.

FINDING	COMMENT
ENVIRONMENTAL REGULATION DIVISION	
<p>FINDING 42 A paper "Industry Regulation Business Restructure; 2007" was presented and endorsed by the Corporate Executive on 12 November 2007. It contained a variety of recommendations in relation to: a revised organisation structure for the Environmental Regulation Division; a variation to regional industry regulation teams; and a revision of the business delivery model for industry regulation.</p>	Noted. See response to Recommendation 28.
<p>FINDING 43 An Industry Regulation Steering Committee will be established to develop the Industry Regulation Business Improvement Program, and oversee the implementation of tasks and task groups to meet milestones and objectives.</p>	Noted.
<p>FINDING 44 A Review of Industry Licensing Inspection Policies and Procedures (RFQ 622-01-2007) has recently commenced, with completion anticipated in early 2008. This initiative is fully supported, with the outcome being of critical importance to the future role, functions and activities of the Industry Regulation Branch and Regional Services Division.</p>	Noted.
<p>FINDING 45 The Industry Regulation Branch is in the process of documenting and flowcharting all industry licensing, environmental approval and regulation processes and systems. This initiative is commended by this Review.</p>	Noted.
<p>FINDING 46 DEC is currently undertaking a Statewide Assessment of Ports Bulk Handling review, with completion expected in March 2008.</p>	Noted.
<p>FINDING 47 The response of the 'Western Australian Government to the Western Australian Legislative Assembly Education and Health Standing Committee in relation to the Cause and Extent of Lead Pollution in the Esperance Area, November 2007' has been tabled in Parliament, and incorporates a number of ongoing commitments, strategies and activities to be taken, and being undertaken by DEC.</p>	Noted.

FINDING	COMMENT
<p><u>FINDING 48</u> In recognition of the considerable pressure and workload on the Environmental Regulation Division, the Cabinet Expenditure Review Committee has recently approved an increase in industry licence fees that will provide an extra \$2.7 million in the 2007–2008 budget and \$4 million per annum thereafter. These additional funds are intended to cover the full cost of industry regulation.</p>	Noted.
<p><u>FINDING 49</u> In approving the Industry Regulation fee increases for 2007-08 and 2008-09, as part of a phased move to full cost recovery, the Cabinet Expenditure Review Committee also approved a reduction of DEC appropriations from 2007/08 onwards of \$0.6 million per annum. No reason was provided for this reduction, however, this Review expresses concern with the principle of such a 'claw back', particularly noting that industry may, at some point in time, request full and transparent reporting on the application of funds being raised by way of 'cost recovery', and the actual costs incurred by DEC.</p>	Noted. See response to Recommendation 37.
<i>LEGAL SERVICES BRANCH</i>	
<p><u>FINDING 50</u> Increasingly legal advice is being sought from across the Department.</p>	Noted.
<i>MANAGEMENT AUDIT BRANCH</i>	
<p><u>FINDING 51</u> A review of the two Strategic Audit Plans (ex CALM and ex DOE) indicated that there was insufficient attention afforded to performance review issues such as efficiency, effectiveness, workload, productivity and 'value for money' indicators.</p>	Noted. See response to Recommendation 40.
<p><u>FINDING 52</u> A consolidated DEC Strategic Audit Plan has not yet been prepared as the Audit Manager position had been vacant since the merger until a recent appointment was made.</p>	Noted. See response to Recommendation 40.

FINDING	COMMENT
<p><u>FINDING 53</u> During the conduct of this Review it became apparent that there was a need for an expansion in the role of the Management Audit Branch (also referred to as the Internal Audit Branch) to add quality assurance and a further multi layered control process to industry regulation systems, processes, flowcharts and checklists, and all other identified 'high risk' areas. Such an approach recognises that branch and divisional control, monitoring and accountability systems are already in place, thereby providing a multi layered internal control framework.</p> <p>The new Manager of the Management Audit Branch (commenced in September 2007) is conducting a review of the structure, functions and focus of the Branch towards performance issues (such as efficiency, effectiveness and economy), and has already identified the need for greater focus on systems audits.</p> <p>Such an extension of focus may result in the need to obtain funding for an additional position (plus overheads) to provide assurance in relation to operations in the environmental regulation, environmental impact assessment, sustainability, EPA service unit and overall compliance and enforcement functions.</p> <p>This Review supports the increased focus on performance review and quality control issues, and notes the probable need for an additional resource to deal with those important functions.</p>	Noted.
<p><u>FINDING 54</u> Although the various components appear to exist there was no consolidated Corporate Governance system.</p>	Noted. See response to Recommendation 43.
<p><u>FINDING 55</u> The Management Audit Branch was not listed on the DEC Organisation Chart published in the 2006-2007 Annual Report.</p>	Noted. This will be rectified in the organisation chart.
<p><u>FINDING 56</u> The Management Audit Branch appropriately reports directly to the Director General.</p>	Noted.
<p><u>FINDING 57</u> The Office of the Auditor General had 'no findings' following a comprehensive audit of DEC accounts for the year ended 30 June 2007.</p>	Noted.

FINDING	COMMENT
<p><u>FINDING 58</u> The Management Audit letter from the Auditor General for the year ended 30 June 2007 indicates that relatively minor issues concerning payroll, reconciliations and acquittals, authorisations, back up arrangements and banking processes require attention.</p>	Noted.
<i>NATURE CONSERVATION DIVISION</i>	
<p><u>FINDING 59</u> The Director of the Nature Conservation Division must as a priority in the lead up to the 2009-2010 Budget review the performance of the risk areas and issues in the context of the overall Division's objectives and budget. Should further resources be necessary, the case needs to be made based on workload analysis and overall agency and government priorities within at least a five year time horizon.</p>	Agreed. This should be approached at the Nature Conservation Service level as well as for the Nature Conservation Division.
<p><u>FINDING 60</u> Work output of the Nature Conservation Division is acknowledged to be effective, innovative and adds substantially to DEC's reputation.</p>	Noted.
<i>OFFICE OF THE DIRECTOR GENERAL</i>	
<p><u>FINDING 61</u> There was a strong view during the staff consultation process that the complexity of issues had resulted in an overall increase in workload, as well as taking longer in the time required to compile a satisfactory response to ministerial correspondence and other relevant documents (Parliamentary Questions, Briefing Notes, Cabinet and Executive Council Submissions and Cabinet documents).</p>	Noted.
<p><u>FINDING 62</u> A recent review of the support needs of the Office of the Director General has resulted in a revised organisation structure, which is in the process of being implemented. The action is supported by this Review.</p>	Noted. The revised organisation structure has been put in place.

FINDING	COMMENT
<p><u>FINDING 63</u> The new organisation structure is expected to provide the Director General with a higher level of direct support than was previously available, in order that the Department has a coordinated and proactive approach to strategic issues; and provide an increased capacity to rapidly respond to critical issues.</p>	Noted.
<p><u>FINDING 64</u> A strong and common theme through the staff and stakeholder consultation process was that the Director General is totally committed to the agency, extremely conscientious, hard working, and highly intelligent and has excellent corporate knowledge and expertise. Strong central leadership by the Director General was fundamental to implementing the merger of CALM and DOE at short notice. Now that this merger process has proceeded, senior departmental staff, stakeholders and ministerial staff are seeking greater powers of delegated responsibility; more direct engagement between senior staff, the Director General and the Minister's office; and improvement in efficiency of communication towards achieving greater operational effectiveness by the Department. Freeing up the time of the Director General to meet the demanding and expanding needs of the State in the Environment and Conservation portfolio was seen as appropriate, timely and essential.</p>	Noted.
<p><u>FINDING 65</u> As part of managing government relations there appropriately exists an 'Agreement for Communications' between the Minister's Office and that of the Director General. The spirit of this agreement reflects a desire for quality advice and communication being achieved. This is being met and recognised by all parties but at the expense of the diligent commitment and time of the Director General himself. The responsibility for accuracy and quality of written advice to the Minister's Office needs to be more broadly shared across the Corporate Executive and the Office of the Director General's staff. Senior officers of the Department must meet that accountability and through performance continue to build effectiveness and trust in the management of DEC communication in its relationships with the Minister and his office.</p>	Noted and agreed.
<p><u>FINDING 66</u> An 'Agreement for Communications' dated 20 March 2007 appropriately exists between the Minister for the Environment; Climate Change and the Director General, Department of Environment and Conservation, which provides the framework for communications between the respective offices.</p>	Noted.

FINDING	COMMENT
<p><u>FINDING 67</u> A strong perception from DEC staff and the Ministers Office that current delegation levels to senior DEC staff were inadequate to allow efficient and timely communication between the respective offices, and that such levels should be reviewed.</p>	Noted. See response to Recommendations 47 and 49.
<p><u>FINDING 68</u> A regular view from the staff and stakeholder consultation process was that the Director General and members of the Corporate Executive should regularly be seen by staff throughout the agency (including Regional locations) in order to improve upward and downward lines of communication. As the Department's senior officer, staff and stakeholders also wanted greater access to the Director General, particularly on matters of strategic importance to the performance of the department and responsibilities of the portfolio. As the department's senior adviser to Government, this Review in its support for further agency re-structure, the further empowerment of the members of the Corporate Executive and the creation of a General Manager – Business Performance position (refer to other areas of this Report) to focus on DEC's ongoing business performance will facilitate the Director General's highly regarded leadership capacity and availability to deliver the strategic requirements of the Minister and the portfolio.</p>	Noted. See responses to Recommendations 65 and 76. It is not feasible for staff across DEC to expect a level of direct access to the Director General comparable to the level of access in each of the former DoE and CALM, as there is now one Director General rather than two and the agency is considerably larger, and the Director General has extensive external roles. The two Deputy Directors General positions were created partly for this reason, and have to "fill in" for the Director General to a considerable extent. Nevertheless, the Director General is committed to a high level of staff and stakeholder access and to increasing this.
<i>PARKS AND VISITOR SERVICES DIVISION</i>	
<p><u>FINDING 69</u> DEC is a member of the IUCN (World Conservation Union) and plays a significant role in the World Commission on Protected Areas, enabling it to keep abreast of trends and developments in global nature based tourism.</p>	Noted.
<p><u>FINDING 70</u> Shark Bay and Purnululu National Parks have already been designated as World Heritage Areas, with Cape Range National Park and the Ningaloo Marine Park being in the process of being nominated for World Heritage Area status. In addition, the Fitzgerald River National Park already forms part of the UNESCO International Biosphere Reserve System.</p>	Noted.

FINDING	COMMENT
<p><u>FINDING 71</u> DEC has received State, national and international awards for its nature based recreation and tourism facilities and services, with its staff being recognised at local, State and national levels.</p>	Noted.
<p><u>FINDING 72</u> DEC is also the single largest manager of WA's nature based recreation and tourism areas and facilities, and a key contributor to the leisure industry.</p>	Noted.
<p><u>FINDING 73</u> The Parks and Visitor Services Division is strategic in its operations and is commended on its performance.</p>	Noted.
<i>REGIONAL SERVICES DIVISION</i>	
<p><u>FINDING 74</u> The Regional Services Division is faced with a number of significant challenges that need addressing. This role needs to be undertaken by the Director Regional Services in conjunction with the proposed new General Manager, Business Performance position.</p>	Noted and agreed.
<p><u>FINDING 75</u> The Pilbara Regional Manager has indicated that DEC needs \$8 million to purchase new houses in Karijini, Millstream/Chichester and Rudall River National Parks and increased annual recurrent funding of \$2.4 million to pay for existing housing commitments, in order to attract and retain staff.</p>	Noted. Subsequent advice is that these figures require revision. See the response to Recommendation 51.
<p><u>FINDING 76</u> In order to deal with the threat of wildfires, DEC has a number of world class preparedness, prevention, detection, detention, patrol and fire suppression strategies in place.</p>	Noted.
<p><u>FINDING 77</u> Ninety six percent of all fires were contained to less than 20 ha due to the rapid detection and fire repression response and the presence of low fuels within previously prescribed burned lands. This Review considers this to be an outstanding achievement.</p>	Noted.

FINDING	COMMENT
<p><u>FINDING 78</u> It is noted that the total annual costs of fire suppression by DEC is very low when compared with Victoria and NSW. The total fire suppression expenditure for the 2006-07 Great Divide fires in Victoria apparently exceeded \$250 million. In addition, costs of restoration/recovery are estimated to be at least \$300 million. Victoria has a very low fuel reduction burn program which only covers about 1 percent of the managed estate (total 8 million ha) per year. This contrasts with DEC's prescribed burning program in the forested regions which achieves about 8% (200,000 ha) of the 2.4 million ha under management. This program has proven to be very successful in allowing wild fires to be contained to small/moderate sizes despite the severe fire season experienced in most summers.</p>	Noted.
<p><u>FINDING 79</u> Last year was the first major house losses that occurred as a result of DEC managed bushfire, with a total of 16 houses and 34 outbuildings being burnt in the Dwellingup-Pinjarra fire on 3-5th February 2007. One house was burnt at the Porongurup fire in the same period. Prior to that there have been only about 2 houses lost in each of the past 4 decades since the Dwellingup and Karridale fires of 1961.</p>	Noted.
<p><u>FINDING 80</u> In the past 45 years there have been no lives lost from DEC /CALM or Forest Department managed bushfires. This Review acknowledges that outstanding achievement, particularly noting the significant droughts that have been experienced in Western Australia over the past 20 years which increase the risk of larger bushfires. However, the very recent tragic loss of 3 truck drivers on Great Eastern Highway west of Coolgardie on the evening of Sunday 30 December 2007 from a bushfire in the Boorabbin National Park underpins once again the enormous responsibility placed on DEC staff in their respective roles managing and combating wild fires. Careful investigation of this incident will need to determine whether the correct procedures are in place to minimise the likelihood that such a tragedy cannot occur again. DEC must assume a proactive role in that task. This Review is unable to make further comment on this issue.</p>	Noted. See response to Recommendation 52.

FINDING	COMMENT
SCIENCE DIVISION	
<p>FINDING 81 The Science Division planning for research in biodiversity conservation is well scoped, and detailed, placing DEC in a reasonable position to deal with science projects needs into the future. There is a case to broaden the consideration of science research needs across the entire scope of the agency to include all aspects of DEC's business in research and related monitoring programs, to assess opportunities for better alignment of functions and opportunities for organisational efficiency in the agency.</p>	Noted. See response to Recommendation 54.
STRATEGIC DEVELOPMENT AND CORPORATE AFFAIRS DIVISION	
<p>FINDING 82 There was a common view from the staff and stakeholder interview process that the internal communication system could be improved by the development of a Formal Internal Communication Program, incorporating a weekly personalised 'one page' message from the Director General advising staff of key issues, activities, events, decisions, announcements of interest.</p>	Noted and agreed.
<p>FINDING 83 There was a view from the staff and stakeholder interview process that DEC needs to develop an image / brand, which all staff, stakeholders and members of the community would become familiar with. There was the view that development of a brand would increase community confidence in DEC, assist in the education and awareness process, bring the agency together and provide some clarity on DEC's role, responsibilities and values. This Review supports that view and makes several recommendations in that regard.</p>	Noted. See response to Recommendation 55.
<p>FINDING 84 Strategic Development and Corporate Affairs Division staff work in five different locations (Atrium, Crawley, Kensington, Mundaring and Bunbury), with potential organisational benefit being gained if the staff from the three main locations were co-located in one location. It is anticipated that this issue will be considered as part of the current Review of Accommodation in the Perth Metropolitan area.</p>	Noted and agreed. See response to Recommendation 24.

FINDING	COMMENT
<p><u>FINDING 85</u> The SDCA Division inherited approximately \$700,000 worth of positions from the previous DOE Communications Branch without the corresponding budget.</p>	<p>Noted. This was additional to the \$3.188M p.a. shortfall from the DoW/DoE demerger addressed in Recommendations 9 and 10.</p>
<p><u>FINDING 86</u> The Strategic Development and Corporate Affairs Communications Plan has not been updated since 2005, although it is noted that a new draft is currently being prepared to reflect and support the strategic objectives of the DEC Corporate Plan 2007-2009.</p>	<p>Noted</p>
<p><u>FINDING 87</u> The staff consultation process indicated that there are three Departmental Intranets currently operating (ex CALM Intranet, ex DOE Intranet and the new DEC Intranet), and a strong desire for the three to be merged into one, in order to provide significant internal communication benefits. There was also a view that the DEC website be consolidated. This Review concurs with those views and considers that those important matters should be afforded high priority.</p>	<p>Noted. See response to Recommendation 61.</p>
<p><u>FINDING 88</u> The staff consultation process indicated general dissatisfaction that DEC does not yet have one central electronic telephone book. This Review supports that opinion and considers that significant internal communication and efficiency benefits can be achieved with such an initiative. It is noted that consideration is already being given to this initiative, and that a trial is to be conducted in the DEC Geraldton office. This Review considers that the initiative is one of high priority and deserves immediate attention.</p>	<p>Noted. See response to Recommendation 63.</p>
<p><u>FINDING 89</u> There were numerous comments made during the staff consultation process that several members of the Corporate Executive / Directors have been so busy since the amalgamation that they have been unable to get out of the office and visit other metropolitan and regional centres to gain a broader understanding of the numerous activities and functions undertaken through other parts of the department, and of the specific issues faced within those functional and regional areas.</p>	<p>Noted. See response to Recommendation 65. This is expected to improve as post-merger pressures settle down.</p>

FINDING	COMMENT
STRATEGIC POLICY DIVISION	
<p>FINDING 90 The EPA Service Unit (by name) does not appear on the current DEC Organisation Chart.</p>	Noted. See response to Recommendation 68.
<p>FINDING 91 Staff in the EPA Service Unit, are on occasion required to provide specialist advice to both the EPA and DEC (Director General and Minister) on the same topic, and such advice may vary in substance due to the respective roles, responsibilities and policies of the entities. There is therefore a staff perception that they are reporting to 'two masters', sometimes with conflicting views, thereby creating some confusion for staff.</p>	Noted. See response to Recommendation 67.
<p>FINDING 92 The Strategic Policy Division is currently undertaking a preliminary review of the role of policy divisions within other State Government environment agencies. It has also investigated existing policy functions within other DEC Divisions and Branches.</p>	Noted.
<p>FINDING 93 The <i>State of the Environment Report 2007</i> does not stipulate the agency responsible for the implementation of those areas requiring attention, although it is assumed to be DEC. There also does not appear to be any monitoring or accountability process in place other than noting that the EPA will look at the progress of the recommendations in 2010. This appears to be a weakness in the current system.</p>	Noted. See response to Recommendation 70.
SUSTAINABILITY DIVISION	
<p>FINDING 94 The Sustainability Division has only recently been created, and the recruitment process to fill the Director position has commenced. The interview and selection process is still to be completed.</p>	Noted.
<p>FINDING 95 Upon the enactment of the Waste Avoidance and Resource Recovery Act a 'Waste Authority' will be established, and the Waste Management Board will cease to exist.</p>	Noted.

FINDING	COMMENT
<p><u>FINDING 96</u> The administrative, executive and technical support provided by DEC to the new Waste Authority will essentially remain the same as that provided to the Waste Management Board.</p>	Noted.
<p><u>FINDING 97</u> No Memorandum of Understanding or Service Level Agreement currently exists between DEC and the Waste Management Board on the administrative, executive and technical support provided by DEC.</p>	Noted.
<p><u>FINDING 98</u> That a formal comprehensive Service Level Agreement / Memorandum of Understanding will be sought by the Waste Authority prior to commencement of the new business model and subsequent support provided by DEC.</p>	Noted.
<p><u>FINDING 99</u> Although the State Sustainability Strategy exists and is fully supported, there was some doubt during the staff consultation process whether the Strategy has been understood and embraced by the community.</p>	Noted and agreed.
<p><u>FINDING 100</u> There were some views during the staff consultation process that the 'Sustainability' principle may have been overtaken by 'Climate Change', and that there could be justification to combine the two DEC programs, particularly noting the functional synergies and the small staffing compliment in the Sustainability Program Unit. It is acknowledged for many aspects of sustainability the interdependence with climate change issues are significant.</p>	Noted, however there are elements of sustainability that do not fit within climate change. See response to Recommendation 73.
<p><u>FINDING 101</u> Litter legislation is being developed in the Environmental Protection Act, with the Litter Act to be repealed. This will result in the Keep Australia Beautiful Council reducing from a Statutory Body to an advisory body to the Minister.</p>	Noted.
<p><u>FINDING 102</u> There is some concern relating to continued and reliable funding arrangements of the Keep Australia Beautiful Council as it is reliant on a significant proportion of its funding from the Waste Management Board through the Litter Prevention Strategy that is due to expire in mid 2009.</p>	Noted. See response to Recommendation 75.

FINDING	COMMENT
<i>SUSTAINABLE FOREST MANAGEMENT DIVISION</i>	
<u>FINDING 103</u> Many of the strategies undertaken by the SFM Division relate to the actions listed in the Forest Management Plan 2004–2013 (FMP). However, it is recognised that the Conservation Commission of WA is the custodian of the FMP and its implementation is the joint responsibility of the Conservation Commission, the Department of Environment and Conservation and the Forest Products Commission.	Noted.