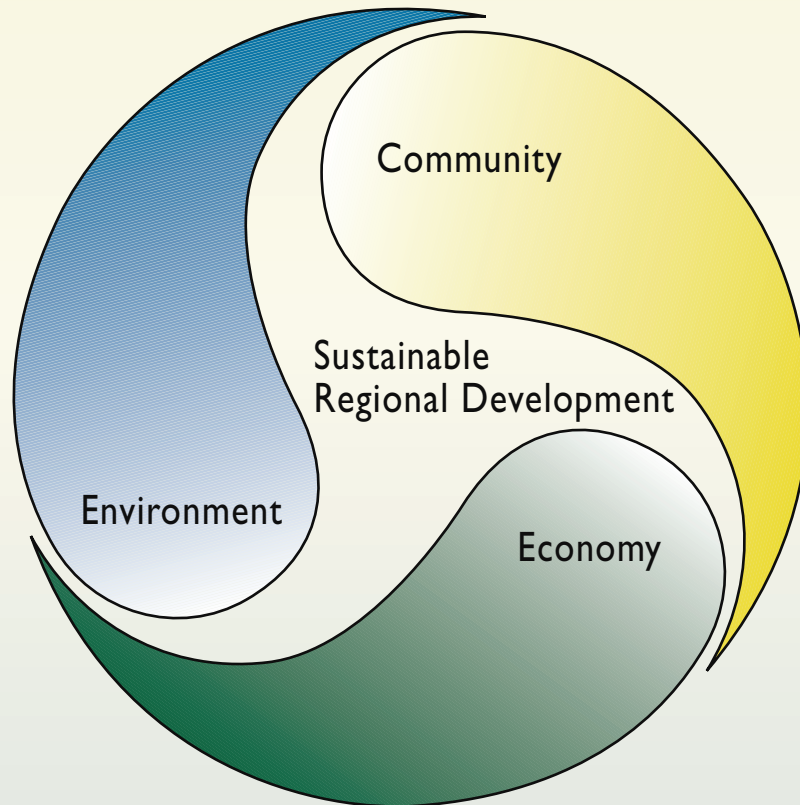


“Regional Natural Resource Management & Environment: Arrangements for South East Queensland”

A discussion paper for comments and feedback



The Working Group of South East Queensland Natural Resource Management and Environment (NRM&E) invites your comments and feedback on the principles and values required to establish regional arrangements for NRM&E for South East Queensland. This discussion paper provides background and guidance on establishing regional arrangements.

The Working Group will be holding public workshops in early June across the SEQ Region to gather comments and feedback from all NRM&E stakeholders. We need your involvement, experience, expertise and comments on how best to move forward so we are all working together collaboratively.

***The closing date for receipt of comments is:
Monday June 24th 2002.***

Your comments should be addressed to:

Jacky Williams

SEQ NRM&E Working Group

c/o Department of Natural Resources and Mines

GPO Box 2454 Brisbane Qld 4001

Executive Summary

This discussion paper has been prepared by the South East Queensland NRM&E Working Group in recognition of the need to progress regional NRM&E arrangements for South East Queensland.

It provides background on the current state of play of NRM&E in South East Queensland and options and examples of regional arrangements existing both here and elsewhere in Australia.

South East Queensland is recognised as having a rich biodiversity, in terms of species, habitats and ecosystems. Over the past ten years the region has experienced unprecedented population expansion, which has placed additional pressures on the use and management of the region's natural resources and environment.

Regional investments catalysed by the Commonwealth initiatives of the National Action Plan for Salinity and Water Quality (NAPSWQ) and the Natural Heritage Trust Phase 2 (NHT2) will be the principle means of funding for sustainable NRM&E over the next five years. These funds are to be directed through regional NRM&E bodies.

Whilst the incentive of Commonwealth funding is one motivating factor for new regional arrangements, there are many benefits for a new regional approach which will further consolidate a partnership approach, better integrate and coordinate existing structures, arrangements, strategies and programs, and importantly, will target our priorities and investments to achieve improved outcomes for NRM&E.

Regional arrangements involves the establishment of a NRM&E regional body that has financial and administrative responsibility for implementing NRM&E including the development of a regional NRM&E plan. This Plan includes priority actions, targeted outcomes, strategic investment plans and regular monitoring and evaluation of performance.

This discussion paper forms the first stage of the development of formal regional arrangements for South East Queensland. The aim of this paper is to provide background and possible options for the development of regional arrangements in South East Queensland, and importantly to trigger discussion and feedback from NRM&E stakeholders in the region on the development and implementation of NRM&E arrangements in South East Queensland.

Public meetings will be held across the region in early June to seek comments and feedback from stakeholders. This paper is open for public comment for one month. Feedback from the meetings and written comments will provide the basis of the principles and characteristics required for the development of a model for regional arrangements for South East Queensland. Further consultation on the proposed draft model will occur in July 2002.



Contents

1.	NRM&E planning	4
	Figure 1: Map of NRM&E region	5
	The current state of play of NRM&E in SEQ	6
2.	What are regional arrangements?	6
	Table 1: key characteristics of a regional NRM&E plan	8
3.	Why develop regional arrangements?	8
	Figure 2: Process for developing regional NRM&E plan	10
	Background of existing regional groups in SEQ	11-12
4.	Principles to guide our way	13
5.	Options for setting up a regional NRM&E body	14
6.	Composition & appointment of NRM&E body members	15
7.	Roles and responsibilities	16
8.	Administration and financial management	16
9.	Resourcing	17
	References	18-19
	Appendix 1: Existing NRM roles and responsibilities	20-22
	Appendix 2: Background of NHT	23
	Appendix 3: Options for legal bodies	24
	Appendix 4: Examples of regional bodies	25-26

Acknowledgements

This paper was compiled using a number of existing documents relating to NRM&E as reference materials. It recognises established processes and the previous good work and discussions that have already taken place in SEQ on NRM&E. For ease of reading these references are listed at the end of the paper.



I. Regional NRM&E Planning

Natural Resource Management and Environment (NRM&E) planning is based on the importance of the interrelationships of natural ecosystems and the role of community participation in resolving NRM&E problems. In the long term NRM&E aims to manage our natural resources and environment in a sustainable manner achieving a balance between economic and social development and the need to protect the environment.

Community social, cultural, economic and environmental issues and perspectives vary widely on a regional level reflecting Australia's regionally diverse nature.

Regions are areas where people recognise and share a common identity and are often described as being "communities of interest." Regions are significant in that they provide a basis for community participation and local ownership within the broader scale of government, thus they are an important element for effective NRM&E planning, decision-making, collaboration and project implementation.

South East Queensland (SEQ), being that area depicted in Figure 1, has been identified as a region or community of interest in many existing NRM&E planning projects. SEQ has a wide and rich diversity of natural resources and environment, from the magnificent flora and fauna in the Lamington Plateau and Scenic Rim, to the rich agricultural soils of the Lockyer catchment and the highly productive systems of the Moreton Bay. There is a large number of endemic species, and a wide range of habitat types, including rainforest, a variety of eucalypt and melaleuca forests, and the mangroves, floodplains and wetlands found along the coast. These natural resources are valuable for many reasons, with an intrinsic value as habitat and natural areas, as well as providing the basis of our agricultural systems.

Over the past decade or more the region has experienced unprecedented population expansion, which has placed additional pressures on the use and management of the region's natural resources and environment. This population expansion is expected to continue well into the 21st Century with SEQ being recognised as one of the major growth zones of Australia. As a consequence of and in preparation for this inevitable growth, a comprehensive suite of planning initiatives, involving considerable financial and intellectual input across all sectors of economic, social, cultural and environmental interest, have been put in place.

The communities of the SEQ region have identified a number of visions for NRM&E through discrete projects and planning processes. The basis of these existing NRM&E planning projects have common themes based on the ecologically sustainable development of our natural resources and environment.

The common themes include:

- Biodiversity
- Land
- Coasts and seas
- Healthy ecosystems
- Catchments and waterways
- Understanding and involvement
- Integrated planning and coordinated management



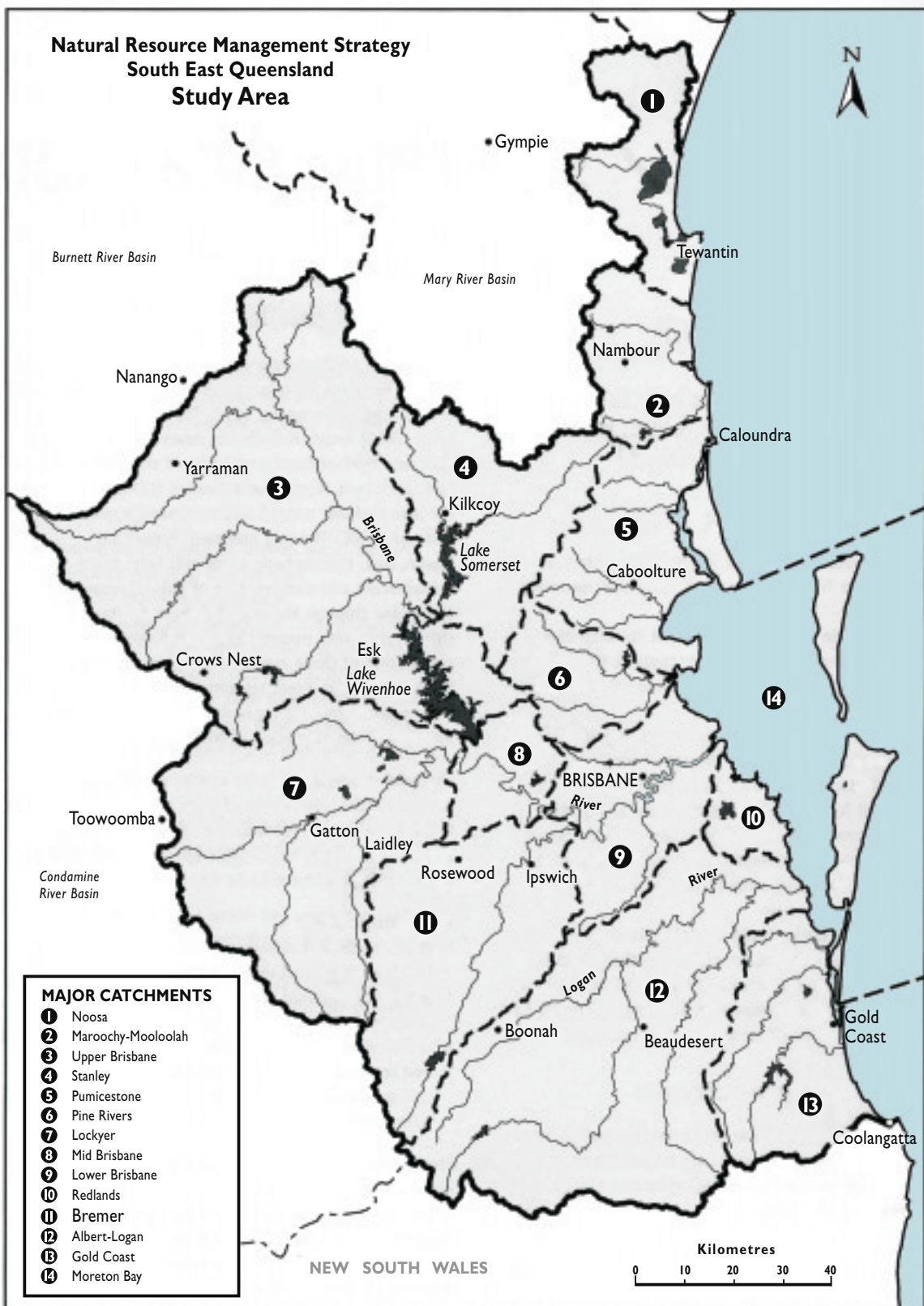


Figure 1: SEQ NRM&E Region

The SEQ NRM&E region is similar to that of the SEQ Regional Framework for Growth Management (RFGM), which has been endorsed as the primary regional planning framework for South East Queensland, providing strategic direction to all aspects of the region's development.

The SEQ NRM&E region is based on catchments rather than on local government boundaries. This is because catchments form natural boundaries and are a logical management unit for NRM&E related activities. The region covers nineteen local government areas (or part areas) from Noosa in the north, to Rosalie in the west, and south to Beaudesert and Gold Coast City.

Q1: Do you agree with the boundaries of the SEQ NRM&E region?

The current state of play of NRM&E in Queensland

There are many policies and processes in place addressing NRM&E on an international, national, state, regional and local level.

Appendix I provides details on existing NRM legislation, policies, roles and responsibilities in Queensland.

SEQ has a significant number of existing programs, structures, organisations and individuals working independently or in partial collaboration towards implementing NRM&E in the region.

These include:

- SEQ NRM Regional Strategy Group
- Strategic Guide to NRM in South East Queensland 2000
- SEQ Regional Framework for Growth Management 2000 (RFGM2000)
- Moreton Bay Waterways & Catchments Partnership
- ICM, Catchment Groups and Landcare groups
- Coastal/marine organisations
- Environment & biodiversity groups
- Bushcare, Coastcare and Waterwatch
- Traditional owners
- Industry groups
- Landholders
- Local and State Government agencies
- Local community individuals and groups

2. What are regional NRM&E arrangements?

Regional arrangements involve the formation of a NRM&E regional body that has financial and administrative responsibility for implementing NRM&E and the development and maintenance of a regional NRM&E plan which includes priority actions and targeted outcomes together with appropriate action and investment plans. The development of such formal regional arrangements for SEQ needs to recognise and build on the suite of existing structures and arrangements and involve all stakeholders.



The key role of an NRM&E regional body is to:

- identify priority NRM&E issues for the region;
- prepare a NRM&E strategic plan with appropriate standards and targets and ensure community input into the development of the strategy;
- seek, manage and allocate funds available to the region in accordance with the plan;
- monitor, evaluate and report on the implementation of the plan;
- promote agreed NRM&E principles and encourage community ownership through a regional communications plan;
- develop and implement a process to ensure relevant education and training in NRM&E for people in the region including extension services; and
- foster links between local government, state agencies, industry and community groups and integrate the NRM&E planning activities of the region.

The National Action Plan for Salinity and Water Quality (NAPSWQ) and the second phase of the Natural Heritage Trust (NHT) require accredited NRM&E Plans for funding investments. Therefore, once a regional body is established, the development of an accredited regional NRM&E plan for SEQ will be a primary objective. Guidelines for the development of regional plans in Queensland have been developed jointly by the Commonwealth and Queensland Governments and a draft has been produced which is to be finalised and released shortly incorporating public comments collated from the consultation process. There will be one set of guidelines for regional plan development in Queensland. These guidelines will be reviewable.

SEQ has a plethora of existing strategies and plans relating to NRM&E and these will provide a solid base for the development of the accredited regional NRM&E plan. Principal among the existing plans that will be resourced is the Strategic Guide to Natural Resource Management in South East Queensland, which was developed by the SEQ Regional Strategy Group and released in December 2000. This document already draws together many of the existing plans and strategies within the region and was the culmination of considerable planning investment, and stakeholder and community consultation.

There are a number of purposes and benefits in developing and implementing a regional NRM&E plan. These include:

- guiding public and private investment toward the highest priority issues in the region, based on the knowledge and experience of land owners/managers and land-use planners;
- encouraging the efficient use of that investment not only through direction to key issues, but by reducing duplication of effort and avoiding counter productive action;
- ensuring greater commitment to the implementation of plans and a more coordinated effort towards sustainable NRM&E as a result of the cooperative input involved in the development of those plans; and
- informing others in the community of issues and activities relevant to their area so that their efforts can be tailored to assist with an overall improvement in the region.

Table I provides key characteristics of a regional NRM&E plan.



Characteristic	Explanation
Purposeful	clear reasons why it has been developed
Visionary	based on a well-developed, widely shared, long-term vision
Inclusive	has a high level of stakeholder involvement and ownership
Clear Process	utilises an appropriate, widely understood, equitable, interactive and forward-moving process for development and implementation
Informed & Informing	utilises and shares the best available information and builds the knowledge and research base
Holistic	takes an integrated or 'holistic' view of issues and while concentrating on NRM, takes into account social, cultural, and economic issues and the interactions between them
Integrated	integrates other plans, strategies, and initiatives
Appropriate scale	recognises that action may best occur at the regional, sub-regional or local level
Institutional backing	needs to be supported by appropriate, empowered and resourced institutional or organisational structures
Focused	clearly identifies the key NRM&E issues for the region
Options evaluated	assesses positive and negative impacts of alternative options
Costed	attempts to identify monetary and non-monetary costs and benefits of the options
Prioritised	prioritises in a transparent and equitable way, the importance of issues and actions
Action & Outcome orientated	is designed to produce action and is held accountable by the record of its outcomes
Responsibilities clear	includes a well defined and agreed division of roles and responsibilities amongst all stakeholders
Negotiated	agreements about implementation need to be negotiated
Monitored & evaluated	includes a realistic framework for monitoring, evaluation, and review
Communicative & credible	effectively communicates high quality, honest information

Table 1: Key characteristics recommended of a regional NRM&E plan
(adapted from Banks 1999)

3. Why develop regional arrangements for NRM&E in South East Queensland?

The Strategic Guide to NRM in South East Queensland 2000 is a non-statutory guide for the development and funding of Natural Heritage Trust (NHT) and other natural resource projects, and provides guidance for the management and conservation of natural resources in the region. (See Appendix 2 for more details on NHT). The SEQ NRM&E strategic plan will build on this document.



Regional investments through regional NRM&E bodies will be the principle means of funding for sustainable NRM&E over the next five years under NAPSWQ and NHT Phase 2. The opportunity exists for regional NRM&E managers to build on what has been achieved through the first stage of NHT, invest strategically and work together with other NRM&E stakeholders. Whilst the incentive of Commonwealth funding is a primary motivating force, there are many additional benefits for a new approach to regional NRM&E in SEQ. These include to:

- continue to develop collaborative broad-based partnerships to implement regional NRM&E plans on all levels: State and Local Government, Community Groups, individual landholders, industry groups, tourism, research bodies and indigenous communities;
- refine NRM&E priorities for the region through stakeholder consultation, the strategic investment of resources to address those regional priorities and integrating science in the priority setting process;
- achieve better integration of catchment and other NRM&E strategies into planning schemes and operational plans of Government;
- streamlining and deliver better incentive schemes for land-holders;
- lessen administrative work: the regional body can facilitate administration and collaboration of grant funding and devolve responsibility and funding to groups within the region to implement activities and take responsibility for delivery of outcomes;
- continue to deliver NRM&E funding with improved time frames for grants;
- ensure a community owned and driven process: the NRM&E regional body will be majority community membership and have the capacity to deliver NRM&E via the provision of authority and funding;
- improve involvement of Non Government Organisations, Local Government and Traditional Owners in NRM&E planning and implementation;
- better pool human resources and improve liaison between stakeholders; and
- facilitate a partnership driven process.

Figure 2 provides an example of how a regional NRM&E plan could be developed.

Q2: How best can we build on existing structures and programs to coordinate and invest in NRM&E?

Q3: What linkages or membership should the new regional body have with these existing structures?

Q4: How best should we develop the regional plan?



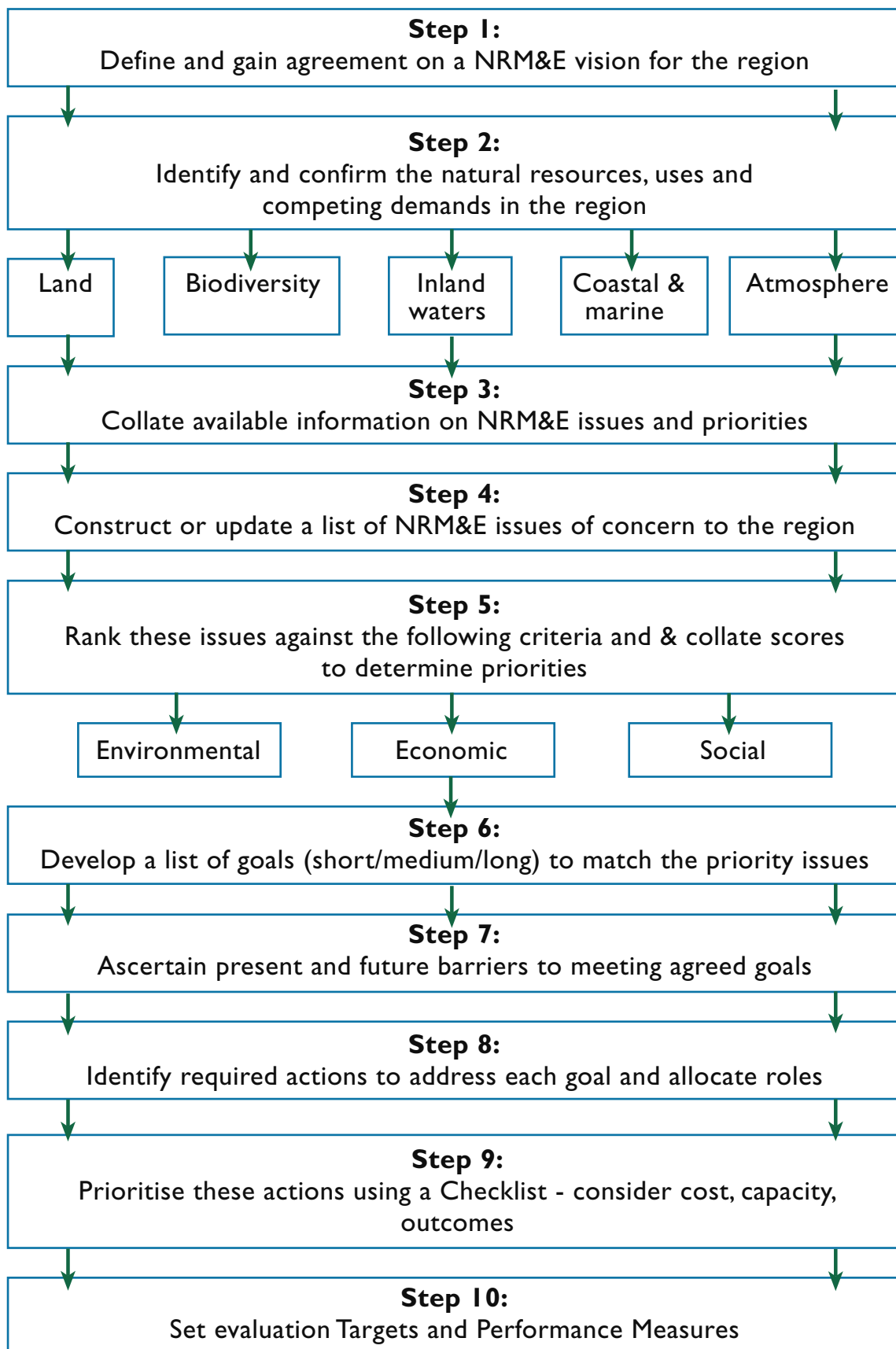


Figure 2: Process for developing a regional NRM&E plan
(adapted from Banks 1999)



Background on existing regional groups in South East Queensland

SEQ Regional Framework for Growth Management

The SEQ RFGM is overseen by the Regional Coordination Committee (RCC), which is a high level advisory forum involving the Commonwealth, State and Local Governments together with representatives of the non-government sector. It promotes coordinated regional planning and provides advice to all spheres of government in relation to growth management issues of relevance to SEQ. Priority actions identified within the RFGM include the preparation of a number of regional sectoral strategies including: transport, economic development, open space, air quality, and water quality and supply. Some of the major areas of strategy development arising from the RFGM to date include nature conservation, extractive industries, rural futures, water quality, air quality and regional open space.

SEQ Regional Strategy Group

The SEQ Regional Strategy Group was formed in 1998 to prepare a community driven Strategic Guide to Natural Resource Management in SEQ, which was endorsed and published in December 2000. The Regional Strategy Group (RSG) formed under the umbrella of the Qld Landcare and Catchment Management Council (LCMC). The composition of the RSG includes wide representation from key community, industry and government stakeholder organisations in SEQ. The Chair and Vice Chair positions are community members, and importantly each member is recognised as equal, with no stakeholder having greater influence than any other. The role of the RSG was to develop the Strategic Guide through stakeholder involvement and consultation to help guide management and conservation of natural resources in the region through the delivery of NHT funds, and other potential funding sources. This was in direct response to the Federal Government's request for regional documents to assist with the allocation of NHT funds.

The strategic guide:

- is a long term framework for communities to work together on natural resource management,
- provides a regional scale approach to resource management and biodiversity conservation,
- is linked and integrated with other regional planning and resource management strategies, and strategies and policies developed at the State, national and international level.

The South East Queensland RSG is not a formal or constituted body but is one of thirteen RSG's in Queensland under the umbrella of the LCMC. The Qld Department of NR & M currently see RSG's of Queensland as the interim regional bodies for NRM&E for funding purposes, until the new arrangements for regional NRM & E are in place.

SEQROC

The South East Queensland Regional Organisation of Councils (SEQROC) formed in July 1991 to assist local governments in SEQ to facilitate a coordinated focus into the regional planning issues and projects of the region. While it has adopted a formal constitution, it is not an incorporated body. The membership of SEQROC comprises the 18 local governments in the region.

SEQROC plays an active role in planning, implementing and facilitating collective input into actions under the strategies of the Regional Framework for Growth Management (RFGM). SEQROC continues to be heavily involved in regional planning issues and has participated effectively in the joint development of sectoral planning strategies for the region. SEQROC has initiated and participates in the development and implementation of a number of NRM&E based strategies including air quality, water quality, waste management, cultural development, and regional nature conservation.

Smaller Regional Organisations of Councils have also formed in SEQ know as the sub ROC's: NORSROC, WESROC and SouthROC. The sub ROC's are involved with more localised projects. SEQROC in partnership with the State Government will manage the SEQ 2021 Sustainable Futures Program. SEQ 2021 is a three-year program to develop a long term vision and strategy for a sustainable SEQ and to respond to expected continuing high population. SEQROC provides a coordinated approach for local and state government planning and operations to ensure that the RFGM is implemented within the different levels of Government operations. SEQROC also provides a means for Councils to pool resources, have effective communication and information sharing, and influence decision makers on the collective issues and concerns of the Councils.



Background on existing regional groups in South East Queensland

Moreton Bay Waterways and Catchments Partnership

The Moreton Bay Waterways and Catchments Partnership is a whole-of-government, whole-of-community strategic framework for the integrated and sustainable management of the waterways of the SEQ region, including Moreton Bay and coastal zones. The Partnership, through its members is responsible for implementing both the 1999 Waterways Management Plan and the 2001 SEQ Regional Water Quality Management Strategy. More generally the Partnership is responsible for promoting leadership, increasing knowledge, and obtaining commitment for planning, resourcing, monitoring, coordinating and implementing agreed waterways and relevant catchment management actions for all stakeholders and the broader community, across the regional planning area of SEQ.

The Partnership was established in July 2001 and will continue until 30 June 2005. The management includes a Policy Council/Board, Implementation Committees, Stakeholder Advisory Groups, Scientific and Technical Advisory Groups and State Agency and Technical Support. It also reports to the Regional Coordination Committee of the RFGM. The group currently is not a formal independent legal body and functions more as a coordinated whole of government approach to facilitate water quality and catchment partnerships. Government representatives are the majority members in the Policy Council, with community and stakeholder involvement mainly in the implementation and advisory level.

Western Catchments Group

The Western Catchments Group is a newly formed sub regional NRM body covering the Lockyer, Upper Brisbane and Bremer Catchments upstream of Mt Crosby weir. These areas have been identified nationally as priority areas in Queensland for investments in salinity and water quality under NAPSWQ. This Group is not yet incorporated, but intends to do so in the near future.

The Western Catchments Group is also established as one of the five sub regional groups as part of the Moreton Bay Waterways and Catchments Partnerships responsible for implementation of the SEQ Regional Water Quality Management Strategy. The Western Catchments Group will develop an NRM&E plan and investment strategy for the Western Catchments area, which will be integrated with the SEQ NRM&E plan once developed.

Local and Regional NRM

The Landcare program and ethic prompted the formation of many landcare and catchment management groups throughout Queensland in particular in SEQ. This included the development of integrated natural resource management strategies and projects on a catchment wide basis.

The introduction of the Natural Heritage Trust brought about the development of regional NRM strategies as requested from the Commonwealth to assist in the investment of NHT funds based on regional priorities.

Regional and local NRM&E related plans existing in SEQ include:

Regional Framework for Growth Management 2000	SEQ NRM Strategic Guide to NRM
Integrated Catchment Plans	Local Govt State of Environment reports
SEQ Water Quality Management Strategy	Decade of Landcare Plan
SEQ Environmental Weeds Strategy	SEQ Draft Nature Conservation Strategy
SEQ Regional Forest Agreement	Comprehensive Regional Assessment
Coastal Management Plans	Bushland Plans
SEQ Regional Landscape Strategy	State of the River studies
Pest Management Plans	Property Management Plans
Land and Water Management Plans	Planning Schemes
Local and Regional Plans	River Management Plans



4. Principles to guide our way

The concept of NRM&E regional arrangements moves decision making to the level where natural resource management and environment issues are being dealt with: on the ground in local and regional communities.

For any group of people to effectively work together requires agreed principles of operation and a common vision and goal to work towards. The **principles** underpinning many existing healthy regional arrangements for NRM&E are based on arrangements that:

- consider the full range of ‘resource managers’ and the links between them. (resource managers are individuals or groups of people working towards a particular NRM&E goal, including landholders, indigenous peoples, agricultural enterprises, community based organisations such as landcare, catchment and regional NRM strategy groups, Local, State and Commonwealth government service providers and research institutions);
- support a flexible, regionally specific approach that suits local and regional needs;
- establish processes that are regionally driven and that build on the strengths of existing arrangements; and
- support processes based on a true partnership.

For SEQ, key **characteristics** to have effective relationships in NRM&E include:

- awareness, vision, commitment for management of natural resources
- cooperative team approach
- sharing of resources and outcomes
- sound consultation and communication with stakeholders
- good group/meeting practices and governance
- strategic approaches recognising the role of community and ownership by communities
- management ability and flexibility
- a sound skills based and technical competence
- adequate support structures
- adequate knowledge of environmental constraints and socio-economic context of the region

Q5: Do you have any additional principles and characteristics for establishing regional NRM&E relationships and arrangements in South East Queensland?



5. Options for setting up the SEQ regional NRM&E body

To effectively implement the NRM&E arrangements will require a regional body that can receive, manage and report on funding secured to implement the NRM&E plan. The advantage of becoming a formal body also provides a framework and structure to develop other investment in NRM&E (such as through greenhouse gas abatement, industry investment, philanthropic investments, grants, rebates, service payments, incentive schemes etc).

There are a number of options in establishing a new legal formal body.

Appendix 3 provides more details.

Future arrangements for NRM&E investment delivery

With the extension of the Natural Heritage Trust (NHT) there will be a new delivery mechanism for another five years from 2002 to 2007 where funds will be delivered at three levels: national investments, regional investments, and the recently announced local action component - Australian Government Envirofund.

Regional investments will become the principal delivery mechanism for the Trust and will require investment to be made on the basis of an accredited, integrated Natural Resource Management Plan developed by the region.

The plans that are accredited for Trust investment will identify the natural resource management issues in a region, develop actions to address these issues and then select the most important issues for action.

Regional investments will be the key mechanism for groups to undertake large-scale activities that address natural resource management priorities.

Investments will be based heavily on a partnership approach.



6. Composition and appointment of NRM&E body members

There are a number of established and new regional NRM&E bodies in Australia and examples provided in *Appendix 4* provides some guidance on how regional communities are establishing their regional NRM&E arrangements.

As demonstrated in other models many Australian NRM&E bodies have a small membership of approximately 12 comprising key regional stakeholders. The basis of a smaller body is to have a working management body that oversees the development and implementation of the NRM&E plan, and has administrative and financial support and responsibility.

Membership of a NRM&E body involves a high commitment of time, reporting requirements and responsibilities. To secure membership a public call for nominations from interested individuals, local community groups, government agencies and industry for representation on the regional NRM &E body has the advantage of creating an open process for the election of members, reducing possibilities for biased composition. It provides the opportunity for the nomination of suitable people who might be otherwise unknown.

Potential membership selection criteria could include:

- capacity, skills and expertise to fulfil the roles of the SEQ NRM&E body. (Skills could include requirements in: financial management, business planning, program management, interpersonal skills, decision making skills, strategic and action focus, communication and coordination, technical/NRM&E expertise);
- membership to provide a balance of NRM&E interests in the region and to contain appropriate expertise in NRM&E including economic, social and coastal and marine;
- gender balance;
- to include representation from the Traditional Owners, Local Government, community and conservation interests, industry and land managers; and
- majority community membership.

Q 6: Whom do you see as being key stakeholders in NRM&E in SEQ?

Q7: How many members should be on the regional body?

Q8: What type of legal entity should the NRM&E arrangements establish for SEQ?

Q9: What criteria should be used for membership?



7. Roles and responsibilities of a NRM&E body

An effective NRM&E body must include key regional stakeholders. The roles and responsibilities of the SEQ NRM&E body include:

- prepare a NRM&E strategy/plan for the region, and encourage and coordinate community input in the development of the strategy;
- develop action based projects and plans to address the priority NRM&E issues for the region;
- integrate the NRM&E and planning activities of the region, and foster linkages between local councils, State agencies, and industry and community groups;
- report annually on the implementation of the region's NRM&E strategy and action plans, and review them at regular intervals;
- promote the aims and objectives of the regional NRM&E strategy and encourage community ownership;
- develop and implement a process to ensure appropriate education and training in NRM&E for people in the region;
- provide leadership for the community in sustainable management of NRM&E;
- seek, manage and allocate regional funds in accordance with the regional strategy;
- facilitate coordination of the region's activities, programs and implementation of NRM&E; and
- review the regional arrangements.

Q10: How should members of the SEQ NRM&E be nominated?

Q11: Who should assess the nominations?

Q12: Should these positions be resourced?

Q13: What role should State Agencies have?

8. Administration and financial management

A proposed SEQ NRM&E body would require access to administrative and financial management resources. The requirements of various funding sources, the development of regional NRM&E projects and implementation of the regional plan will require the development of administrative and financial processes and structures within the SEQ NRM&E body.

Administration and financial processes are required to be open and transparent, accountable and in the public interest.



Identified requirements for administration and financial management of the new NRM&E arrangements could include:

Project Manager/CEO
Financial Manager
Operating costs

Administration and field staff
Office space
Capital costs

9. Resourcing

The debate over how to share the cost of sustainable NRM&E is complex, with the need to ensure that funding and responsibility are shared equitably amongst all stakeholders in the community. It is recognised that the broader concept of 'duty of care' should be accepted by all members of the community, with costs associated with NRM&E equitably shared between rural and urban communities to ensure that a disproportionate burden does not fall on rural areas. Local issues with regional impacts need to be addressed regionally.

For a regional approach to NRM&E in SEQ, there needs to be a commitment from all levels of Government and other stakeholders to prioritise actions, pool funding resources, and secure longer term funding time frames that will enhance the success of implementation and ensure a long term financial commitment to the process.

For the regional body to eventuate requires seed funding and human resources to allow for the day-to-day operations of the body and the formation and implementation of the NRM&E plan.

Q13: Do you agree with the proposed roles and responsibilities?

Q14: Have you suggestions for additional roles and responsibilities for the SEQ NRM&E body?

Q15: Have you any suggestions for funding partnerships?

Q16: Have you any further comments on the discussion paper?

Your comments will contribute to the formation of the new regional NRM&E arrangements for SEQ. The arrangements will be guided by stakeholder feedback in particular on the principles and characteristics required for the SEQ NRM&E arrangements. The proposed model of regional arrangements will be in a draft form and circulated to all stakeholders for further comment in July 2002.

Q17: How should consultation be undertaken in July 2002 for the draft model of regional arrangements for SEQ?

Q18: How would you like to be involved with this process?



References

- Banks, A.J 1999 **“Regional Natural Resource Management: a framework for developing strategies and setting priorities”** National Library of Australia Cataloguing-in-Publication
- Burdekin Dry Tropics 2002 **Burdekin Dry Tropics** <http://burdekindrytropics.org.au/napswq.htm>
- Dore, J et al 2000 **“Sustainable Regional Development Kit”** National Library of Australia Cataloguing-in-Publication
- DPIWE 2001 **“Tasmanian Natural Resource Management Strategy Issues and Options Paper”** July 2001 DPIWE
- DPIWE 2001 **“Tasmanian Natural Resource Management Framework Draft”** October 2001 DPIWE
- DPIWE 2002 **“Tasmanian Natural Resource Management Framework”** DPIWE
- Land and Water Australia **“It cant work without people: effective relationships in Natural Resource Management”** Land & Water Research Project CAG2 July 2, 2001 www.lwa.gov.au
- Moreton Bay Waterways & Catchments Partnership 2001 **“Moreton Bay Waterways and Catchments Partnership Institutional Arrangements”** April 2001
- Qld Government 2001 **“Progress on establishing regional arrangements Queensland’s Priority Investment Regions”** National Action Plan for Salinity and Water Quality Newsbrief Number 3 Qld Government
- Qld Government 2001 **“Supporting the development of Regional Arrangements to Implement the National Action Plan for Salinity and Water Quality”** Information Paper NAP Capacity Building Working Group July 2001 Qld Government
- Qld Government 2001 **“Framework for Natural Resource Planning and Management in Queensland: draft for discussion”** unpublished draft August 2001 Qld Government
- Qld DNR 1998 **“Guidelines for the State Assessment Panel and Regional Assessment Panels in Queensland”** Version 3 March 1998 Qld DNR



Qld DNR 1998	“Natural Heritage Trust South East Queensland Regional Assessment Panel & Sub Regional Assessment Panel Workshop” February 1998 Qld DNR
Qld DNR 1999	“Essential characteristics of regional and catchment management strategies” March 1999 Scientific Publishing Qld DNR
Qld DNR 2001	“Draft Landcare Support Strategy for SEQ” unpublished paper
Qld DCILGP, 2002	“The Regional Plan: Background and RFGM Implementation” http://projects.dcilgp.qld.gov.au/seq2001
Rinehart C, 2001	“Developing a Regional Body in South East Queensland” unpublished discussion paper
SCRIPT 2002	South Coast Regional Initiative Planning Team www.script.asn.au
South East Qld Strategy 2000	“Strategic Guide to Natural Resource Management in Regional South East Queensland” December 2000 Scientific Publishing Qld Group DNR
SEQROC 2002	“SEQROC” http://www.seqroc.qld.gov.au
SEQ 2021	“The Regional Plan: background and RFGM Implementation” A sustainable Future http://projects.dcilgp.qld.gov.au/seq2021/rfgm/rfgm-background.asp
Thomson, I & Heffer, K 2000	“What is happening after landcare? Future directions in Natural Resource Management” Emerging technologies in Agriculture: From Ideas to adoption Conference 25th to 26th July 2000
AFFA 1999	“Managing Natural Resources for Rural Australia for a Sustainable Future: A discussion paper for developing a National Policy” AFFA
ARMCANZ & ANZECC 2000	“Steering Committee Report on the Public Response to the Discussion Paper” ARMCANZ & ANZECC 2000



Appendix I

Existing NRM&E roles and responsibilities

Group/agency	NRM&E roles
<i>Commonwealth agencies:</i> Agriculture, Fisheries and Forestry Australia (AFFA) Environment Australia (EA)	AFFA has responsibility for providing customer services to the agricultural, food, fisheries and forest industries. They help these industries become more competitive, profitable and sustainable. EA has responsibility for environmental matters of national significance.
<i>State agencies:</i> Department of Natural Resources & Mines (NR&M) Department of Primary Industries (DPI) Environment Protection Agency (EPA) Department of Local Government and Planning (DLGP)	State Government agencies have individual and related responsibilities for catchment management, vegetation, property management, land planning, regional planning, water quality, water allocation, coastal and waterways planning and biodiversity conservation
Local Governments and Regional Organisations of Councils (ROC's)	Conduct initiatives to protect vegetation, water catchments and native animals, control declared pests and weeds, partners in the development of regional and catchment plans. ROC's provide a coordinated Local Government response to regional and sub-regional planning. Some Local Governments support
Catchment Coordinating Committees	Integrated approach to the management of water, soil and biological resources through development and implementation of catchment strategies recognising ecologically sustainable development, supported by NR&M
River Improvement Trusts	Statutory responsibilities for the improvement of streams and rivers and mitigation of flooding in proclaimed areas
Landcare groups and other local groups	Undertake on-ground action and resource monitoring in their local areas
Landcare and Catchment Management Council	Provide strategic advice to the Minister for Natural Resources and Mines on landcare and catchment management, direction for the administration, management, operation, monitoring and evaluation of the Natural Heritage Trust program
Regional Strategy Groups	Developing regional strategies relating to land, water, vegetation and biodiversity issues
Regional Planning Advisory Committees	Statutory groups under the Integrated Planning Act, coordinated by DLGP, carrying out regional planning initiatives such as SEQ 2001, FNQ 2010 and Wide Bay 2020. These integrate growth and economic development objectives with broader social and environmental concerns, and can include natural resource themes
Community reference Panels for water resource planning	Provide advice and input to the development of water resource plans
Regional Vegetation Management Committees	Drafting Regional Vegetation Management Plans. It is expected that most Committees will take 1-2 years to draft their plans and to undertake public consultation
Rural Lands Protection framework	Includes the Rural Lands Protection Board supported by the State Government, and Local Government delivery arrangements for weed and pest animal control.
Moreton Bay Waterways and Catchments Partnership	A special cross-government coordinating body for the management of waterways and associated catchments of the Brisbane River, Moreton Bay and coastal catchments.
Water Boards and Drainage Boards	Statutory responsibilities for managing distribution networks for water supply and on-farm drainage networks in agricultural areas.
Special interest regional planning groups	Carry out regional and sub regional planning, or focus on a special issue



NRM&E laws, programs and policies relevant to Queensland

Commonwealth Government:

Laws:

- Environment Protection and Biodiversity Conservation Act 1999
- Murray Darling Basin Act 1993
- National Parks and Wildlife Conservation Act 1975
- Natural Heritage Trust Act 1997

Programs and policies:

- Intergovernmental agreement on the environment
- Natural Heritage Trust
- COAG Water Reform Framework
- NRM Policy approach developed in the NAPSWQ
- Endangered Species Program
- Great Artesian Basin Sustainability Initiative
- Lake Eyre Basin Agreement
- Murray Darling Basin initiatives
- National Dryland Salinity Program
- Australia's Ocean Policy
- National Greenhouse Strategy
- National Framework for the Management and Monitoring of Australia's Native Vegetation
- National Water Quality Management Strategy
- National Weeds Strategy
- National Strategy for the Provision of Water for Ecosystems
- National Land and Water Resources Audit
- Regional Forests Agreement (RFA) process

State Government:

Laws:

- Water Act 2000
- Vegetation Management Act 1999
- Forestry Act 1959 and Forestry Regulation 1998
- Integrated Planning Act 1997
- River Improvement Trust Act 1945
- Environmental Protection Act 1994
- Land Act 1994
- Soil Conservation Act 1986
- Coastal Protection and Management Act 1995
- Murray Darling Basin Act 1996
- Rural Lands Protection Act 1985
- Nature Conservation Act 1992

Programs and policies:

- Landcare and ICM
- Queensland Greenhouse Response Strategy (QGRS)
- Futureprofit program
- Land protection policies



- Community Nature Conservation initiatives
- Environmental Management Systems
- ICM Plans
- Regional coastal management plan
- Regional NRM/Biodiversity Strategies
- RFGMs
- Regional special issue based plans (e.g. Desert Uplands, Burdekin Rangelands)
- Property Management Plans
- Industry Codes of Practice
- Community Nature Conservation Program
- South East Queensland Regional Forest Agreement
- State Coastal Management Plan
- State Planning Policies
- Water resource Plans
- Vegetation Management Plans

Local Government:

- Local Government laws and statutes
- Local Government planning schemes
- Regional Planning initiatives
- Voluntary conservation schemes
- Local Government pest management plans and stock route management plans



Background of NHT

Natural Heritage Trust delivery in Queensland 1997 to 2001

The Natural Heritage Trust (NHT) is a Commonwealth Initiative for the conservation and management of Australia's resources. The Trust provided \$1.25 billion in funding from 1997 to 2001, funded from the partial sale of Telstra. The NHT is administered by the Federal Ministers for Environment Australia and Agriculture, Forests & Fisheries Australia through a NHT Board. All major and minor programs of the NHT except for the National Weeds Strategy, Coasts and Clean Seas and Coastcare were administered through a "one stop shop" process which consisted in Queensland of a State Assessment Panel (SAP), Regional Assessment Panels (RAP's) and sub-Regional Assessment Panels (subRAP's). Technical Assessment Panels (TAP's) were also a component of the NHT assessment process providing technical expertise for further assessment of the project.

The Commonwealth Ministerial Committee and the Queensland Landcare and Catchment Management Council (LCMC) were responsible for the administration of the NHT Program in Queensland, with Qld Department of Natural Resources the lead agency of NHT in Queensland.

The SAP was appointed by the Natural Heritage Committee of Ministers and had the overarching role of assessing statewide projects, allocating funding across regions according to priorities provided by LCMC, ensuring open and transparent accountable assessment by approving operational project assessment processes used by SAP and RAP's, integrating State and regional project funding proposals and overseeing the monitoring, evaluation and reporting on NHT projects and operational arrangements. The SAP has similar membership to that of the RAPs.

The RAP's/Sub RAP's contributed all important local knowledge to the NHT assessment process and the membership was broad with skills and experience in:

- Biodiversity and conservation
- Natural resource management
- Sustainable agriculture
- Project assessment
- Project monitoring and evaluation

Membership was comprised of 5 to 10 community members (including Community Groups, Local Government and indigenous peoples) and agency staff from DNR, DPI, EPA and DLGP.

The role of the RAP's/SubRAP's was to assess regional and sub regional projects against the regional strategy, allocate funding for priority projects, develop a regional bid for consideration by the SAP, oversee the formation of and facilitate the development of a regional strategy and review, monitor, report and evaluate on regional projects.



Options for legal bodies

Incorporated Association

An Incorporated Association is a separate legal entity governed by a Management Committee, which requires a certificate of incorporation, rules, lodgement of annual return and audited financial statement. An Incorporated Association also requires insurance if it has possession of any property. The Incorporated Association must carry out its activities for the direct purpose for which the Association was formed, and it cannot have profit making or trading objectives unless only ancillary to the principal purpose and is not substantial in relation to the other activities.

The Incorporated Association must have a management committee of not less than 3 members and members of the Management Committee shall be elected at the Annual General Meeting in accordance with its rules. The Management Committee must meet at least once every two months.

Public Company Limited by Guarantee

A Public Company Limited by Guarantee is a separate legal entity, which is governed by a Board of Directors and has to apply for reservation of a name and for registration as a company. It holds a Constitution and is required to lodge an annual return of special purpose company. Any profit made must be put back into the Company and cannot be distributed to members. Its activities must be consistent with the direct purpose for which it is established. A Public Company must have at least three directors and at least two must ordinarily reside in Australia. The procedure for the appointment of Directors is contained in the articles of association of the Company. Public Companies are required to have at least five members.

Public Company Limited

A Public Company Limited is a separate legal entity, governed by a Board of Directors and has the same requirements as for a Public Company Limited by Guarantee, however it may have either profit or non profit making objectives. Profits can be distributed by way of dividends unless it is a special purpose company, which restricts the right of distribution of profits and property, which can be held by the Company.

Trust

A Trust is more of an obligation than a structure. A Trust requires a Trust Deed and the legal interest are held by the Trustee and the beneficial interest is held by the beneficiaries. The Trustee must deal with the Trust property for the benefit of the beneficiaries. The direct purpose of the Trust must be followed and complied with. There shall be no more than four Trustees, and Trustees are appointed and removed by express power in the trust document.



Examples of regional bodies

Burdekin Qld

The Burdekin Dry Tropics Group, covering the Fitzroy Burdekin Catchments, being a multi-stakeholder natural resource management group took the lead role in facilitating the regional arrangements for the Burdekin region in cooperation with HESROC (Health and Environmental Services Regional Organisation of Councils).

Two community forums have been held to discuss options for preferred regional arrangements whereby the formation of a new 'management board' was ratified. A steering committee was formed to oversee the development of the Board through an open selection process. Board position descriptions were developed and advertised and via a selection committee an inaugural Burdekin Dry Tropics Management Board was appointed. The Board consists of the following positions:

- Community chairperson
- 1 member with science/academia experience
- 1 member with social/economic planning experience
- 1 member representing Local Governments to the east of the Great Dividing Range
- 1 member representing Local Governments to the west of the Great Dividing Range
- 1 member representing the Burdekin Rangelands Sub-region
- 1 member representing the Burdekin-Bowen Floodplains Sub-region
- 1 member representing the Townsville-Thuringowa Coastal plains Sub-region

Tasmania

Tasmania after broad consultation and stakeholder involvement has formed three regions for Natural Resource Management Committees.

The key role at the regional level is to pull together existing processes and programs across the region and to provide integration and coordination of regional activities. The regional committees will:

- Identify priority NRM issues for the region
- Prepare a NRM strategy with appropriate standards and targets and ensure community input into the development of the strategy
- Seek, manage and allocate regional funds in accordance with the regional strategy
- Monitor, evaluate and report on the implementation of the strategy
- Promote the NRM principles and encourage community ownership through a regional communications plan
- Develop and implement a process to ensure appropriate education and training in NRM for people in the region including extension services; and
- Integrate the NRM and planning activities of the region and foster links between local Government, State Agencies, industry and community groups

The Tasmanian regional committees have representatives of key regional stakeholders and comprises of 12 members. Membership includes: Aboriginal community, State and Local Government, community and conservation interests, industry and land managers, including public land managers. The majority of the members will be non State Government members and the criteria for memberships are skills, expertise and representative based.



South Western Australia

Southern Prospects is a regional natural resource management strategy providing the vision and framework for natural resource management in the South Coast region of Western Australia for the next 5 years.

South Coast Regional Initiative Planning Team (SCRIPT) is an incorporated organisation owned and directed by the people of the South Coast region.

SCRIPT is an independent, open organisation, which brings people, organisations and information together so that the regional community drives sustainable management of natural resources with positive social and economic outcomes.

The SCRIPT Management Committee is made up of 11 community members (including a Chairperson) and five state agency members.

The role of the Management Committee is to provide strategic and policy direction to the organisation, ensuring that all relevant regional interests are represented, and that SCRIPT fulfils its responsibilities to the community and to funding bodies.

SCRIPT has two key roles in relation to Southern Prospects NRM regional strategy. Firstly, to provide the planning mechanisms for and coordinate the development of the regional strategy.

This involves bringing the broad range of community groups and government agencies together to jointly plan for the protection, management and wise use of natural resources

The second role relates to the implementation of Southern Prospects. SCRIPT, like all of the NRM groups and organisations that contribute to it, has some unique qualities that enable it to implement certain parts of Southern Prospects that other groups or organisations would find difficult to fulfil. These include the provision of a regional communications network, provision of regionally significant NRM data and information and improved access to funding for NRM and related socio-economic activities.

