

# Wellington Park

*Strategic Plan*

*2007 – 2010*



[www.wellingtonpark.tas.gov.au](http://www.wellingtonpark.tas.gov.au)

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# Context

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*Wellington Park is an 18,250ha natural area reserved in accordance with the Wellington Park Act 1993. The Act outlines the core values for the Park, and provides for the establishment of a Trust to be the managing and strategic planning authority for the Park.*

The make-up of the Trust is outlined in the Act, and allows for representation from agencies with land-owner and management responsibilities within the Park, and other key government departments.

A key role of the Trust is to prepare and implement an over-arching management plan for the Park. The current plan (Wellington Park Management Plan 2005) provides Management Goals, Policies and Objectives predicated upon the protection of the key qualities and core values of the Park.

The core values, identified in the Act and further elaborated upon in the Management Plan, include:

- environmental values - geodiversity and biodiversity
- cultural values - Aboriginal and historic heritage, aesthetics and sense of place
- tourism and recreation values
- water supply values

In defining the above values, the Management Plan notes the intrinsic value of ecosystems, and the fact that the protection of environmental values “underpins the sustainable realisation of the various community uses of the Park.” (WPMP, pg.8)

The Trust is served by an Office which coordinates the strategic management of the Park. Office staff include a Manager, Fire Management Co-ordinator, Cultural Heritage Co-ordinator (based at the Hobart City Council) and a Ranger (based at the Parks and Wildlife Service, Derwent Park). Staff liaise extensively with on-ground management agencies, user groups and the broader community to ensure a regional, co-operative and consistent approach is applied to implement the Management Plan and the Park Regulations. An outline of the Trust Network is contained in Appendix 1.

This Strategic Plan is created to guide the Trust and its managing Office in the protection and management of Wellington Park over the longer term.

# Vision, Mission, Values & Goals

## VISION

The Vision defines where Wellington Park seeks to be in the future.

*For Wellington Park to be a special place enjoyed by all for its prominent landscape, natural and cultural diversity, and community value.*

## MISSION

The Mission defines how the Trust will achieve the Vision.

*To preserve the natural, cultural, recreational, tourism and drinking water qualities of Wellington Park for their own value and for the safe enjoyment of all people.*

*This will be achieved through outstanding management, sympathetic development and a co-operative relationship with our communities.*

## ORGANISATIONAL VALUES

The values that will guide us towards our Vision and help us achieve our Mission are:

- Integrity, Professionalism and Quality
- Commitment, Flexibility and Innovation

- Cooperation and Teamwork
- Effective Communication
- Environmentally Sustainable Practices
- Promotion of Research
- Valuing Community Participation
- Humour
- Recognition of Achievement

## ORGANISATIONAL GOALS

The Organisational Goals of the Trust are inextricably linked to its functions and the management goals of the Wellington Park Management Plan.

The functions of the Trust as provided in the Wellington Park Act 1993 can be summarised as to:

- Be the managing authority for the Park and to provide for its management and maintenance;
- Prepare and give effect to management plans for the Park;
- Ensure that any development within the Park is consistent with the values of the Park; and
- Carry out research and other activities as required.

The Management Plan outlines that the management of the Park is based upon two premises:

- Protection of environmental values provides the basis for sustainable community use and enjoyment of the Park.
- The community derives enjoyment and benefits from cultural, tourism and recreation values which respect and relate to the Park's environmental and water catchment values.

The consequent Management Goals outlined in the Management Plan are to:

- Protect the Park's environment for the long term;
- Manage water catchments in the Park as sources of clean water;
- Retain the essential cultural characteristics of the Park; and
- Provide for community, tourism and recreational use and enjoyment of the Park consistent with the above goals.

As a result, the Organisational Goals of the Office are to be:

- *Effective in co-ordinating the management and development of Wellington Park.*
- *Efficient in our support of the Wellington Park Management Trust.*
- *Planning in partnership with our communities.<sup>1</sup>*
- *A leader in natural and cultural resource management.*
- *Financially secure and well-resourced.*
- *Transparent and professional in all our dealings with the public and our management agencies.*
- *A highly skilled workforce that is pro-active, innovative, fulfilled and responsive to change.*
- *Promoting, and expanding our knowledge of, Wellington Park.*

A list of the key strategic partnerships important to us to achieve our Goals is contained in Appendix 2.

<sup>1</sup> In this document, our communities refers to all stakeholders, whilst the community refers to the general public only.

# Strategies

*The Strategies set the frame-work for the achievement of our goals and guide all of our work practices.*

1. Provide a working environment that will enable the Office to achieve its Organisational Goals and to maintain our values.
2. Co-ordinate the management of Wellington Park for the maintenance of its values and in response to the needs and aspirations of the Trust, our communities and other statutory responsibilities.
3. Develop and implement a positive and proactive approach to obtaining financial and strategic resources.
4. Strengthen the profile of the Office and Wellington Park among our communities.
5. Establish and maintain close and co-operative relationships with agencies with management responsibilities within the Park.
6. Promote sustainable visitor use and involvement through education, awareness and compliance initiatives.
7. Improve our knowledge of the Park, including its values and condition.

A Goals / Strategies matrix outlining the strong relationship between our Goals and their underlying Strategies is contained in Appendix 3.

# Strategy 1

*Provide a working environment that will enable the Office to achieve its Organisational Goals and to maintain our values.*

## **PRIORITY ACTIONS**

- Establish an internal information network to ensure integration of staff roles and activities
  - Maintain regular staff meetings
  - Utilise email groupings to share information
  - Maintain staff accessibility to Manager
  - Establish a routine of joint field visits
- Maintain current Office location and layout to provide a co-operative, friendly and linked workspace, including a meetings area
- Support appropriate opportunities for staff development and training
- Ensure Office values are highlighted and promoted as important qualities when employing new personnel
- Implement a personnel management system with an ongoing programme of workplace and position reviews
- Ensure all work practices are carried out in accordance with safe workplace procedures
  - Identify opportunities for workplace safety assessment and training

### ▶ **PERFORMANCE INDICATORS**

### ▶ **TARGET DATE**

Staff networking effectively	<i>Ongoing review at monthly meetings</i>
Office location and layout maintained	<i>Achieved; Ongoing review</i>
Staff development and training opportunities provided	<i>Ongoing review</i>
Office values included in recruitment processes	<i>Achieved; Ongoing review</i>
Staff work programmes reviewed	<i>30 June 2007</i>
Workplace safety procedures implemented	<i>30 June 2007</i>

# Strategy 2

*Co-ordinate the management of Wellington Park for the maintenance of its values and in response to the needs and aspirations of the Trust, our communities and other statutory responsibilities.*

## **PRIORITY ACTIONS**

- Prepare a new Action Plan from the Wellington Park Management Plan
- Develop and maintain management policies, strategies and plans in accordance with the Action Plan
  - Source income for the preparation of new planning strategies where required
  - Ensure reviews are undertaken in required timeframes
  - Maintain input of existing agency advisory committees
  - Engage community in reviews and management planning
  - Prepare a policy on the provision of public comment during the management planning process
- Review structure and workings of existing advisory committees and reference groups
  - Investigate the establishment of an over-arching community reference group
- Maintain existing close liaison with community and user groups
- Establish processes to integrate Park values and relevant information across planning strategies and throughout day-to-day management (refer Strategy 5)

## ▶ **PERFORMANCE INDICATORS**

## ▶ **TARGET DATE**

New Action Plan prepared and implemented

*31 March 2007*

Review of reference group framework completed

*31 December 2007*

Harmonious and productive relationships maintained with agency staff and the community

*Ongoing review*

# Strategy 3

*Develop and implement a positive and proactive approach to obtaining financial and strategic resources.*

## **PRIORITY ACTIONS**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Prepare Integrated Financial Plan outlining the potential source of income and resources             <ul style="list-style-type: none"> <li>– Maintain and expand existing Memoranda of Understanding with Trust member agencies</li> <li>– Seek external grants where appropriate</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Seek to undertake joint projects with other relevant agencies / organisations</li> <li>• Implement the Communications Plan with a specific view to increasing resources for the Park (refer Strategy 4)</li> </ul> |
|--|---|

## ▶ **PERFORMANCE INDICATORS**

## ▶ **TARGET DATE**

Integrated Financial Plan prepared

*31 March 2007*

Relevant actions in Communications Plan implemented

*Ongoing as outlined in Communications Plan*

# Strategy 4

*Strengthen the profile of the Office and Wellington Park among our communities.*

## **PRIORITY ACTIONS**

- Prepare and implement a Communications Plan with a view to raising the profile of the Trust and the Park within our communities, and to secure income and resources
- Integrate staff work programmes with the needs and abilities of our communities
- Incorporate community and other stakeholder concerns in all aspects of management
- Support and contribute to community events that celebrate the Park
  - Maintain close involvement with the Mountain Festival
  - Establish a presence at events to promote the Park and its management
- Enhance the existing relationship and rapport with the Tasmanian Aboriginal community, and particularly the Tasmanian Aboriginal Centre

## ▶ **PERFORMANCE INDICATORS**

## ▶ **TARGET DATE**

Communications Plan prepared	<i>Achieved</i>
Staff work programmes reviewed to integrate community involvement	<i>30 June 2007</i>
Community events supported and utilised for Park promotion	<i>Ongoing review</i>

# Strategy 5

*Establish and maintain close and co-operative relationships with agencies with management responsibilities within the Park.*

## **PRIORITY ACTIONS**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Provide a level of service that is valued by our management agencies</li> <li>– Establish and maintain good and productive relationships with relevant officers from management agencies</li> <li>– Promote co-operative management through opportunities identified in the Communications Plan (refer Strategy 4)</li> <li>– Develop a mechanism for regular review as to how management agencies rank the usefulness and effectiveness of the Office</li> </ul> | <ul style="list-style-type: none"> <li>• Provide technical and educational information to support works programmes within the Park</li> <li>– Prepare issues / values based management guidelines to provide guidance for agencies</li> <li>– Communicate changes to best practice and management data in relevant management fields</li> <li>– Develop and facilitate training for relevant agency staff on management issues and work practices</li> <li>• Maintain input of existing Management Advisory Committee</li> </ul> |
|--|--|

## ▶ **PERFORMANCE INDICATORS**

## ▶ **TARGET DATE**

Harmonious and productive relationships maintained with agency staff	<i>Ongoing review at monthly meetings</i>
Information and training options developed for agency staff	<i>30 June 2007</i>
Input provided by the Management Advisory Committee	<i>Ongoing review</i>

# Strategy 6

*Promote sustainable visitor use and involvement through education, awareness and compliance initiatives.*

## **PRIORITY ACTIONS**

- Maintain resourcing for Regulations Awareness Program (RAP)
  - Monitor and review the implementation of the RAP Communications Plan
  - Provide compliance training and enforcement mentoring for select member agency field staff
- Develop and implement an Interpretation Plan for the Park
- Implement the Communications Plan with a specific view to maintaining an educational focus on the appreciation of Park values
  - Maintain the website as the main interactive element with the community
  - Maintain and expand existing array of visitor information sheets
- Support community events that improve understanding and awareness of Park values
- Support the Summer Ranger Programme
- Establish strong links with the Tasmanian Visitor Information centre as a key information point for the Park
- Utilise community volunteers on relevant projects and recognise these contributions

## ▶ **PERFORMANCE INDICATORS**

## ▶ **TARGET DATE**

Resourcing levels for the RAP maintained

*30 June each year*

RAP Communications Plan developed and implemented

*Achieved; review in bi-monthly RAP meetings*

Interpretation Plan developed

*30 June 2008*

Increase in number of agency field staff working in education and compliance role

*30 June 2007; ongoing review*

Community education components of Communications Plan implemented

*Review as per timetable in Communications Plan*

Links established with TVIC

*Achieved; ongoing review*

# Strategy 7

*Improve our knowledge of the Park, including its values and condition.*

## **PRIORITY ACTIONS**

- Develop a Research Plan identifying research opportunities into the nature and condition of the values and qualities of the Park
- Develop a research priorities schedule
- Develop a partnership programme with the University of Tasmania and other research bodies to facilitate useful and appropriate research within and about the Park
- Engage with professional bodies and communities of interest who are able to support and advocate for research in the Park
- Involve volunteers where appropriate and where adequate supervision and training can be provided
- Apply findings to management strategies
- Maintain awareness of other relevant research, policies, plans and management practices both within and outside Tasmania
- Monitor the condition of values susceptible to change and in areas of heavy use
- Develop a monitoring priorities schedule

## **▶ PERFORMANCE INDICATORS**

## **▶ TARGET DATE**

Research Plan developed and implemented

*31 December 2007*

Research partnership programmes established

*30 June 2008*

Management strategies reviewed to include research findings

*Plans reviewed every five years*

Monitoring priorities schedule prepared

*30 June 2007*

# Appendix 1

## The Trust Network

### STRUCTURE

#### Department of Tourism, Arts and the Environment

##### Wellington Park Management Trust

###### Trust Members

###### Chairperson

Dept. of Primary Industries & Water

Glenorchy City Council

Hobart City Council

Dr. Christine Mucha

Dr. John Whittington

Ald. Peter Ridler

Ald. Peter Sexton

Ald. Helen Burnett

Ms. Tiziana Botti

(vacant)

Dr. Claire Ellis

Hobart Water

Parks and Wildlife Service

Tourism Tasmania

###### Manager

Fire Management Coordinator

Ranger

Cultural Heritage Coordinator

###### Office

Mr. Michael Easton

Ms. Julie von Platen

Ms. Margie Jenkin

Ms. Anne McConnell

###### Management Advisory Committees

###### Community / Technical Reference Groups

###### Broader Community

### SUPPORT

The Office is located at the Hobart City Council, with the exception of the Ranger, who is located at the Parks and Wildlife Service. The Office receives administrative support from the Council, and strategic and technical support from all member agencies as required.

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# Appendix 2

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## **STRATEGIC PARTNERSHIPS**

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The Office works with a wide range of organisations and individuals to successfully achieve our goals. In particular, the Office works closely with agencies with land owning and/or management responsibilities within the Park. The Office also forms strategic alliances with key stakeholders in relevant management fields to further the objectives of the Trust.

Some of our key partners are:

▶ ***Agencies with Management Responsibilities within the Park***

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- Hobart City Council
- Glenorchy City Council
- Parks and Wildlife Service
- Hobart Water
- Transend

▶ ***State Government Departments***

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- Department of Tourism, Arts and the Environment
  - Tourism Tasmania
  - Heritage Tasmania
  - Aboriginal Heritage Office
- Department of Primary Industries and Water
  - Resource Management and Conservation

▶ ***Tasmania Fire Service***

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▶ ***Tasmania Police***

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▶ ***University of Tasmania***

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▶ ***TAFE***

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▶ ***Landcare Groups***

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▶ ***Local Community Associations and Committees***

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▶ ***Community-based User Groups***

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- Hobart Walking Club
- Glenorchy Mountain Bike Park Committee
- 4wd Tasmania
- Mountain Festival Association Inc.

▶ ***Neighbouring Residents***

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▶ ***Other Neighbouring Municipal Councils***

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▶ ***Other Neighbouring Land Management Agencies***

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▶ ***Media***

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▶ ***Consultants and Members of the Community with Specialist Interests***

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# Appendix 3

## GOALS / STRATEGIES MATRIX

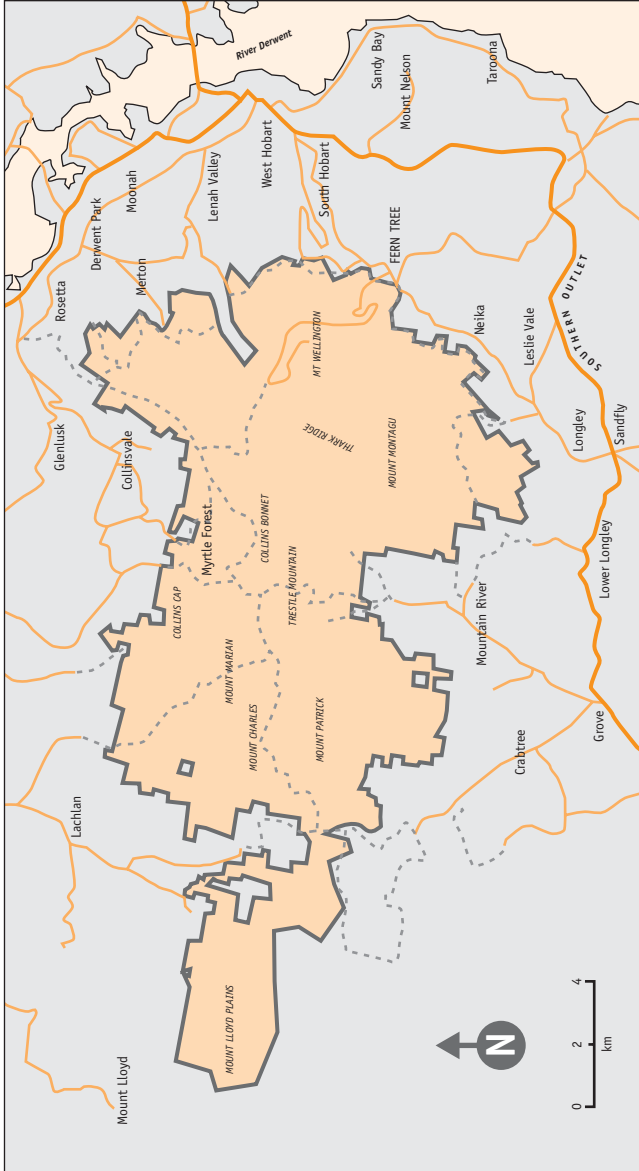
Effective strategies usually give leverage across more than one goal.

This matrix highlights the “leverage” that each strategy gives to our goals. For example Strategy 1 works towards / supports all goals.

		▶ GOALS							
		1	2	3	4	5	6	7	8
▶ STRATEGIES	1	✓	✓	✓	✓	✓	✓	✓	✓
	2	✓	✓	✓	✓	✓	✓	✓	
	3	✓	✓						✓
	4	✓		✓		✓	✓	✓	✓
	5	✓	✓	✓	✓	✓	✓	✓	✓
	6	✓		✓	✓		✓		✓
	7	✓	✓		✓			✓	✓

# Appendix 4

## Wellington Park





## Wellington Park Office

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