Key Performance Indicators

Conservation Commission
of Western Australia

Conservation Commission periodic assessments are undertaken primarily to fulfil the functions described in section 19 (g) (iii) of the *Conservation and Land Management Act 1984*. That is; to conduct periodic assessments of the implementation of the management plans by those responsible for implementing them, including the CEO and, if the land is State forest or a timber reserve, the Forest Products Commission. The assessments also help inform the Conservation Commission's policy development function and its responsibility to advise the Minister on conservation and management of biodiversity components throughout the state.

The periodic assessment was undertaken in accordance with Conservation Commission policy for the periodic assessment of conservation reserve and forest management plans and biodiversity management in WA. Policy information is available on the Conservation Commission's website www.conservation.wa.gov.au.

This report has been prepared by the Conservation Commission of Western Australia.

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Assessment number: SPA–01/16

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The recommended reference for this report is:

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The Conservation Commission acknowledges the KPI responses from the Department of Parks and Wildlife (provided in full in Appendix 2) which are summarised in this report. The comments of the Department were also sought on the draft report and then incorporated into this final report where appropriate.

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Executive summary

Some of the more recent terrestrial management plans contain Key Performance Indicators (KPIs). In a number of instances these management plans are reaching their mid-term: a point at which most KPIs are due for reporting. With this in mind and with a focus on continuously improving KPIs, the Conservation Commission considered it timely to undertake a periodic assessment of a sample of management plans and the effectiveness of their respective KPIs.

From the sample of management plans which have KPIs with the relevant reporting requirements due (e.g. those plans which indicate reporting requirements 'After 5 years' or 'After 2 years'), the results of KPIs were requested from the Department of Parks and Wildlife (the Department) and results reviewed.

The response from the Department indicates that for the three management plans being assessed:-

- 45% of KPIs are progressing towards meeting all of the performance target(s);
- 41% of KPIs are progressing towards partially satisfying the performance target(s); and
- 14% of KPIs show no progress towards satisfying the performance target(s).

In addition to this, in seeking to continuously improve KPIs, the Conservation Commission has also reported on how well this sample of KPIs (and the reporting of KPIs) has delivered information on reporting for management effectiveness. In keeping with this objective, a qualitative scoring system was developed for KPI evaluation against established criteria. Overall qualitative outcome scores from the KPI evaluation indicated that:

- 39% of the KPIs were evaluated as 'Good';
- 45% as 'Fair'; and
- 16% as 'Poor'.

Where 'Good' KPIs are expected to be potentially effective in yielding information on progress towards achieving the desired results. 'Fair' KPIs are expected to have some inherent potential constraints on their potential effectiveness. For the 16% of KPIs assessed as 'Poor', these effectiveness constraints are considered to be more significant.

After further reviewing the assessment results it was found that the criteria which were judged to be in need of improvement were:-

- Relevance - Does the KPI contribute to measuring the overall success of the objective for this key value?
- Measurability - Does the KPI allow you to show progress towards achieving the desired result? And
- Specificity - Does the KPI clearly tell you what you want to achieve?

It should be noted that no evidence-based reporting was undertaken in this assessment as a key objective was to analyse the KPIs in general terms. However, the information gathered does indicate areas which need attention before the final evidence-based evaluation (towards the end of the management plan's life-cycle). Where potential constraints on a KPIs effectiveness have been identified, the Conservation Commission will not seek to amend the relevant plan. KPI development is a continuous improvement process and additional details can be reported through adherence to the plan's objectives, as has been the case in the assessment of plans which do not include KPIs.

A number of recommendations are included with this assessment report. Other terrestrial management plans with KPIs will progressively reach a point at which reporting is due and the recommendations in relation to these plans are as follows:-

Recommendation 1 It is recommended that the Conservation Commission develop a rolling KPI progress plan to collect the KPI reporting data from management plans at their respective mid-points. This rolling plan should be made available to the Department to schedule future requests for KPI information.

Recommendation 2 Following the collation of the KPI information for a management plan, reporting under the KPIs should be analysed by the Conservation Commission for reporting gaps and KPI adequacy. Where such gaps and limitations are identified, this information should provide a forward indication of any additional information requirements which are not part of the KPI reporting process at the end of the management plan's life-cycle.

Related to this are instances where KPIs are included in the management plan quoting: 'indicators will be developed during the life of the plan'. In instances where this has occurred, there has been no reported progress on development of KPIs during the life of the plan. Therefore:-

Recommendation 3 It is recommended that KPI development be finalised during the drafting and development of the management plan.

A number of terms used in the three management plans need to be defined to remove potential ambiguity from any interpretation for reporting against performance measures. Terms such as 'negate', 'significant', 'condition', 'cover' need to been interpreted and ideally defined somewhere. Also, elements of the KPI, 'Performance measure' and 'Target,' need to be properly defined.

Recommendation 4 It is recommended that the Conservation Commission in consultation with the Department develop a general protocol to cover standard

terminology. In lieu of this, for new management plans, terms should be comprehensively and consistently defined in the relevant management plan's glossary.

In some instances the KPI as defined in the performance measure and target mostly satisfied the SMART criteria, but there were issues of relevancy where particular key values were not included. In other instances parts of the management plan which should be measured but had no KPI were highlighted elsewhere as there could be no assessment against SMART criteria as the content was missing.

As indicated in the comments from the SMART criteria analysis, it is not immediately clear why some values/issues/processes were determined at the time of plan drafting to require a KPI but others are not.

Recommendation 5 To better clarify the process of KPI selection and enable consistency in approach, it is recommended that the Conservation Commission in consultation with the Department develop a transparent risk-based approach to determining whether particular values/threats in a planning area require a KPI or not.

Recommendation 6 For new plans, align and present KPIs with the related values and objectives in a table (as was the case for plans assessed as part of this assessment).

1 Background

Terrestrial management plans in Western Australia produced by the Department and the Conservation Commission (and their respective predecessors), have a variable format depending upon their date of publication. Older plans contain management strategies which were often prioritised but they do not have specific performance indicators (such as KPIs) and are generally not 'outcome-based' plans. Some of the 'newer' style management plans which are more outcome-based and contain KPIs are now reaching their mid-term, which means more KPIs are becoming due for reporting. With this in mind and with a focus on continuously improving KPIs and periodic assessment in general, the Conservation Commission considered it timely to undertake a periodic assessment of a sample of management plans and their respective KPIs.

It should be noted that no evidence-based reporting was undertaken in this assessment as a key objective was to analyse the KPIs in general terms. However, the information gathered does indicate areas which need attention before the final evidence-based evaluation (towards the end of the management plan's life-cycle). Where potential constraints on KPIs effectiveness have been identified, the Conservation Commission will not seek to amend the relevant plan. KPI development is a continuous improvement process and additional details can be reported through adherence to the plan's objectives, as has been the case in the assessment of plans which do not include KPIs.

The *Conservation Commission of Western Australia Position Statement No. 9* (May 2014) established the criteria for developing KPIs for management plans prepared under the *Conservation and Land Management Act* 1984. Although recent plans precede this Position Statement, it provides the Conservation Commission's current guidance for developing effective KPIs. Similarly, results obtained from this assessment will inform policy developed by the *Conservation Commission in this area such as Conservation Commission Position Statement No 10 - Monitoring Strategy for assessing the implementation of management plans prepared under the Conservation and Land Management Act 1984.*

2 Introduction

From the sample of management plans which have KPIs with the relevant reporting requirements due (e.g. those plans which indicate reporting requirements 'After 5 years' or 'After 2 years'), the results of KPIs were requested from Parks and Wildlife and results reviewed. The focus was on how well KPIs (and the reporting of KPIs) have delivered information on management effectiveness. The intention is to continuously improve KPIs and their structure and indicate areas which may be the focus of the evidence-based periodic assessment which will take place towards the end of a given management plan's life-cycle.

Three management plans which have KPIs were selected. This periodic assessment is divided into two parts:-

- Evaluate plan implementation through KPI reporting; and
- Assess the KPIs against SMART criteria

The information gathered through KPI reporting (responses provided by the Department) was summarised and presented in a number of different ways to look for any trends or patterns. For the assessment of the KPIs themselves, a broad analysis was undertaken to determine how well the KPIs relate to the management plan objectives etc., through a rating of the KPIs against established criteria (e.g. SMART criteria). Where SMART stands for:-

Criteria	***Description***
Specific	Clearly define a specific issue, area or value (Does the KPI clearly tell you what you want to achieve? Vague definitions which can't be explained are difficult to explain to stakeholders and can lead to misinterpretation).
Measurable	Quantify or at least suggest an indicator of progress (Does the KPI allow you to show progress towards achieving the desired result?)
Achievable	Can the KPI be implemented or carried out (What results can realistically be achieved given available resources? - preferably specify who will do it)
Relevant	To objectives and key values (Does the KPI contribute to measuring the overall success of the objective for this key value?)
Time-bound	Specify when the result(s) can be achieved (Is there an exact end-point to work towards?)

There is some variation in the words used to derive the acronym SMART, further discussion on how it has been interpreted in this assessment is available in Appendix 1 of this report.

3 Assessment objectives, scope and criteria

The overall objective of this periodic assessment is to establish how well current KPIs in management plans are delivering information on management effectiveness as follows:-

3.1 Assessment objectives

1. Evaluate – Collect the results of KPI data from management plans and analyse the results from the KPI reporting process.
2. Assess the effectiveness of current KPIs against established criteria and describe how well KPIs (and the reporting of KPIs) have delivered information on management effectiveness.

3.2 Scope and description of work

This assessment focussed on a sample of management plans (for lands vested in the Conservation Commission) with KPIs. Three management plans were selected:-

- *Cape Range National Park Management Plan 2010*
- *Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008*
- *Walpole Wilderness and Adjacent Parks and Reserves Management Plan 2008*

4 Evaluate plan implementation through KPI reporting

This section of the report summarises and evaluates the KPI responses provided by the Department for each of the management plans. The responses from the Department are provided in full in Appendix 2 and summarised below.

4.1 Assessment criteria for KPI responses

The level of progress to which the KPIs have been achieved has been designated as follows:-

Green – No problems – Progressing towards meeting all of the performance target(s);
Yellow – Some success – Progressing towards partially satisfying the performance target(s);
Red – Struggling – No progress towards satisfying the performance targets.

As indicated the summary information provided below is taken from Appendix 2. This was a qualitative assessment response completed by each of the relevant departmental districts. This is consistent with the management planning cycle. For example the *Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008* describes the periodic assessment process on page 17 of that plan as follows:-

'*The Department is responsible for providing information to the Conservation Commission to allow it to assess the success of the Department's management and meeting targets specified in the KPIs. The frequency of these reports will depend upon the requirements of each KPI. Where a report identifies a target shortfall, a response to the Conservation Commission is required. The response may identify factors that have led to the target shortfall, and propose alternative management actions where appropriate. The Conservation Commission will consider the Department's response on the target shortfall and evaluate the need for action.*'

4.2 Evaluation by management plan

As can be seen in Figure 1 below, the response from the Department indicates that for the three management plans being assessed:-

- 45% of KPIs are progressing towards meeting all of the performance target(s);
- 41% of KPIs are progressing towards partially satisfying the performance target(s); and
- 14% of KPIs show no progress towards satisfying the performance target(s).

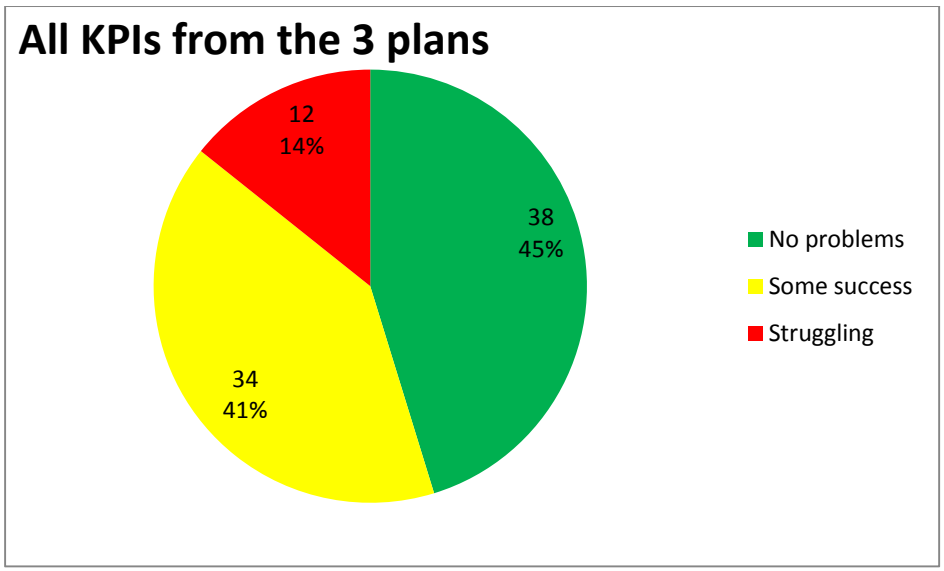

Figure 1 Summary of qualitative results from the three management plans

Figures 2, 3 and 4 depict results from each of the management plans individually as follows:-

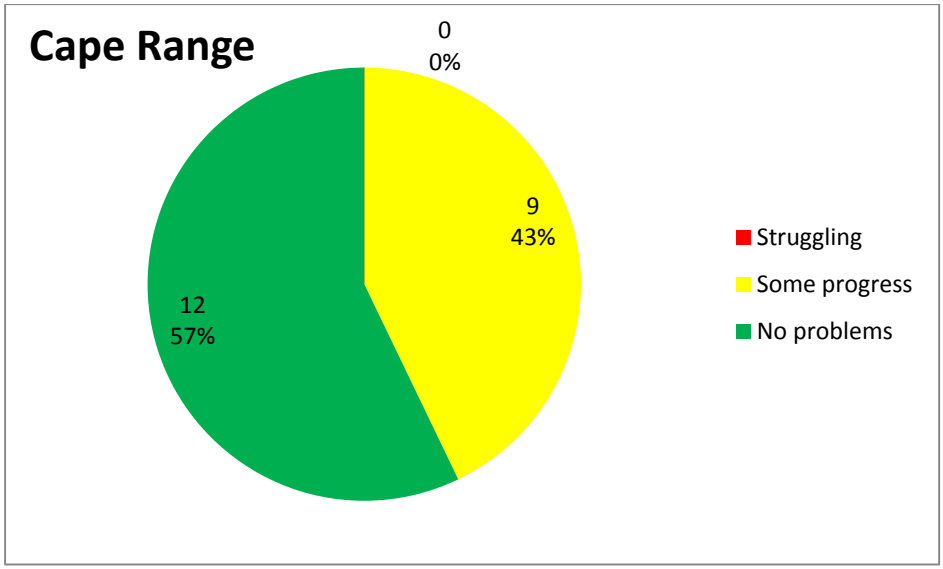

Figure 2 Summary of the qualitative results from the Cape Range National Park Management Plan

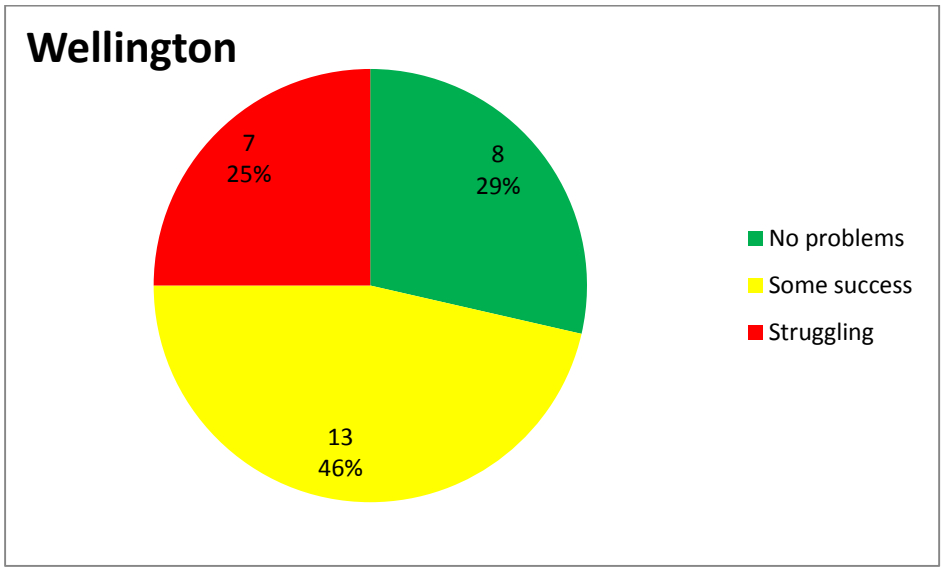

Figure 3 Summary of the qualitative results from the Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan

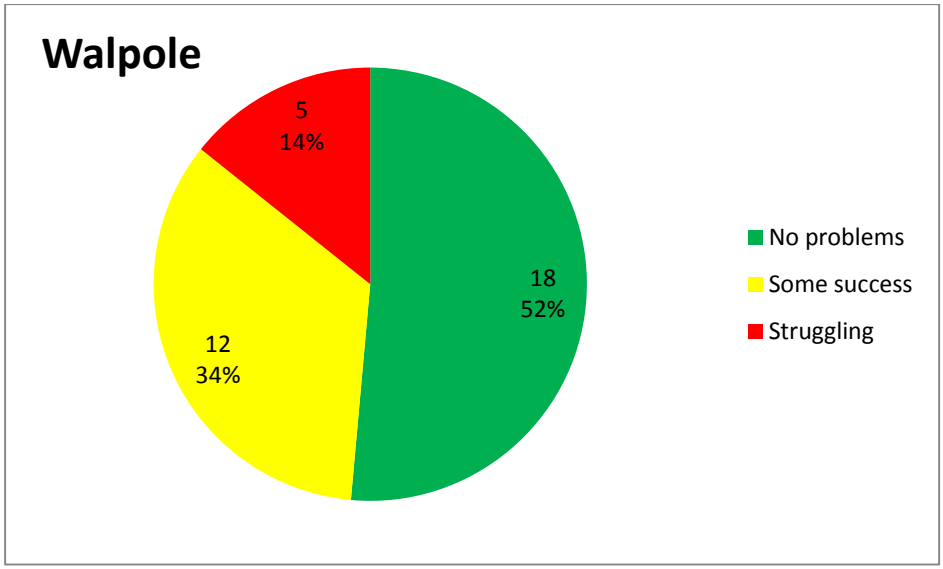

Figure 4 Summary of the qualitative results from the Walpole Wilderness and Adjacent Parks and Reserves Management Plan

No evidence-based evaluation has been undertaken by the Conservation Commission; however, the results of the qualitative analysis by the Department should serve as a guide to where further input may be required towards the final assessment at the end of the management plan's life-cycle. The summary information can be presented in a number of ways which are designed to assist in efficiently interpreting the information. The information is not presented to compare the management plans to one another, but the information will further indicate areas which may need attention before the final evidence-based evaluation (towards the end of the management plan's life-cycle).

As there are a limited number of KPIs sampled for this assessment, it is not intended to comment or generalise on particular aspects or plan 'parts' which show little or no progress towards satisfying the performance targets. However, the information has been presented to demonstrate ways which the data can be considered in future analyses (see Appendices 3 and 4 for these differing graphical combinations). As more KPI reporting information becomes available, the data can be stored and presented to look for trends and patterns, helping to inform the management planning and policy functions of the Conservation Commission.

5 Assess the KPIs against SMART criteria

In this section a broad analysis of how effective the KPIs are, particularly in relation to demonstrating progress towards achieving management objectives. A qualitative scoring system was developed for KPI evaluation against smart criteria. In the tables presented in Appendix 5, ratings against the SMART criteria are included with a broad analysis of the effectiveness of each KPI.

5.1 Assessment criteria

SCORING SYSTEM FOR KPI EVALUATION AGAINST SMART CRITERIA

Colour Code	Impact	Criteria Scoring
	Significant weakness, potential to be significant constraint on effectiveness of KPI	**2**
	Less significant weakness, potential constraint on the effectiveness of KPI but less significant	**1**
	Minor or no impact / constraint on effectiveness of KPI	**0**
		Sum criteria scores = Total KPI score

Broad analysis of each KPI	Qualitative	Total KPI score
	Poor outcome	>4 (Greater than 4)
	Fair outcome	2<>4 (Between 2 and 4)
	Good outcome	<2 (Less than 2)

While the response from the Department provided in Appendix 2 for the relevant planning areas has been invaluable in this part of the assessment, it is important to note the differentiation between this part of the assessment (evaluation of the KPIs themselves) and the previous section which sought to evaluate how well the implementation of the management plan was progressing (by seeking a qualitative KPI reporting update from the Department). In this section the KPIs themselves are being evaluated and given a qualitative score.

Where management plan sections have a number of KPIs, these are all scored as one KPI as the detail is normally dealing with the same value/issue. The broad analysis includes an overall evaluation of whether it is considered that all the relevant key values have been included for that KPI or there are gaps, perceived issues of ambiguity or lack of clarity. The intention is to continuously improve KPIs and their structure and indicate areas which may be the focus of the evidence-based periodic assessment which will take place towards the end of the management plan's life-cycle. If during the broad analysis gaps in the overall coverage of the KPIs are identified, where possible, these gaps will be assessed against the relevant objectives during the periodic assessment which will take place towards the end of the management plan's life-cycle.

5.2 KPI evaluation results

In the SMART criteria analysis, KPIs which score the highest have been assessed as having the poorest outcome in relation to the SMART criteria. The full assessment detail is provided in Appendix 5 of this report. Overall qualitative outcome scores from the KPI evaluation are summarised below:-

Table 1 Summary of overall qualitative outcome scores for the KPIs (or KPIs grouped under similar headings) in each plan

	Good	Fair	Poor
Wellington	5	7	3
Cape	5	7	3
Walpole	9	8	2
Total count	19 'Good' KPIs	22 'Fair' KPIs	8 'Poor' KPIs
Total	39%	45%	16%

'Good' KPIs are expected to be potentially effective in yielding information on progress towards achieving the desired results. 'Fair' KPIs are expected to have some inherent potential constraints on their effectiveness. For the 16% of KPIs assessed as 'Poor,' these constraints are considered to be more significant. This KPI information will further indicate management plan areas which may require supplementary or alternate information sources in the final evidence-based evaluation (towards the end of the management plan's life-cycle).

The KPI evaluation results for points scored against the individual criteria is presented in Table 1 and Figure are as follows:-

Table 2 Summary of points scored against each of the SMART criteria for all three plans

SMART criteria	Specific	Measurable	Achievable	Relevant	Time-bound
% of total score	22	31	8	39	0

And the same information presented graphically:-

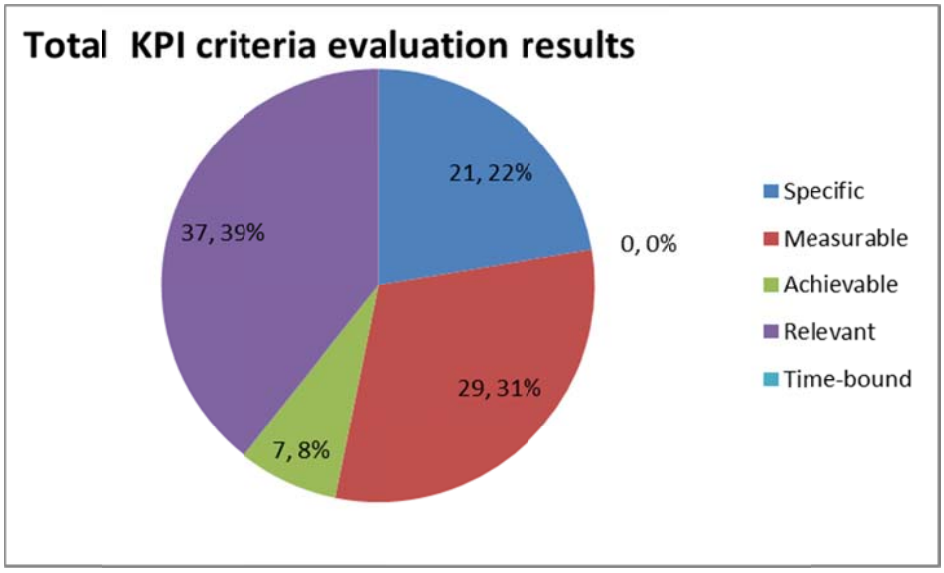

Figure 5 Chart showing percentages of points scored by each of the SMART criteria.

As can be seen, the criteria which scored highest (meaning poorest potential outcome) are Relevant (39%), Measurable (31%) and Specific (22%). The results for these three top-scoring categories are explored through the use of examples from the plan KPIs in the following section.

5.2.1 Examples from the KPI evaluation following SMART criteria

***Specific* - Does the KPI clearly tell you what you want to achieve?**

Example:- Wellington KPI 29.1

Objective	Performance Measure	Target	Reporting Requirements	SMART criteria - *Specific*
Provide visitors with a wide range of nature-based experiences whilst ensuring the impacts on key values are minimised	29.1 The range of visitor management settings	29.1 Maintain visitor management settings over the life of the plan	Every 3 years	Need to clearly define what 'maintain' means. What is the accepted minimum level of visitor impacts on key values?

Does maintain mean:–

- Maintain the use of the management settings as a framework to guide visitor use/development? And/or
- Maintain the settings allocated to the geographic areas to ensure that impacts on the environment are managed within acceptable limits?

The plan on page 81 states, '*The Department proposes the use of 'visitor management settings', derived from the Recreation Opportunity Spectrum principals, to manage recreation succession in natural areas and ensure that impacts on the environment are managed within acceptable limits*'. It would be clearer if the KPI specified what the acceptable limits on recreation impacts on the environment may be. The plan on page 81 states, '*It is expected that this system (Visitor management settings) will prevent the 'natural' sections of the planning area being subjected to incremental development*'. Specifying an area target such as the inclusion of 'no reduction in area of the natural zoned management settings' would support quantitative reporting of this KPI and help define what the acceptable limits of recreational impacts may be.

***Measurable* - Does the KPI allow you to show progress towards achieving the desired result?**

Example from the analysis of Walpole KPI 21.2:-

Objective	Performance Measure	Target	Reporting Requirements	SMART criteria - *Measurable*
Identify, protect and conserve threatened and other ecological communities of conservation significance within the planning area	21.2 The location and species composition of the poorly known 'relictual peat' threatened ecological communities within the planning area	21.2 The location and flora and invertebrate species composition of the 'relictual peat' threatened ecological communities will be identified	After 5 years, or as per recovery plans if applicable	The target provides for the 'identify' but does not indicate whether the area has been 'protected' or' conserved'

In this example, the KPI target indicates that the '*threatened ecological communities will be identified'* but sets no baseline or target for protection or conservation as defined in the objective. It was determined that this is a significant 'measurement' weakness, with potential to be a significant constraint on measuring and reporting progress towards the desired result.

<u>Relevant</u> - Does the KPI contribute to measuring the overall success of the objective for this key value?

Example: - Cape plan KPI 20.1

Objective	Performance Measure	Target	Reporting Requirements	SMART criteria - *Relevant*
To reduce the impact of introduced and problem animals on the key values of the park.	20.1. Area of the park significantly impacted by goats.	20.1. Decrease over the life of the plan.	Every 5 years.	Other problem animals (foxes, cats) not mentioned in KPI

Page 34 of the management plan states, '*Predation by and competition with introduced animals poses a significant threat to native animals*'. This KPI only measures goats. The response to this KPI from the Department mentions cats and foxes. A limitation with this type of species-specific KPI is that priorities may change over the planning period. Other contemporary management plans reference the need to develop a problem animal control plan to establish baselines and update periodically to adapt to changing priorities.

5.2.2 Other general examples from the KPI evaluation

As indicated, the full results of the evaluation against the SMART criteria is provided for each of the management plans in Appendix 5. The assessment has generated data which can be presented in a number of ways. Examples of this are provided in Appendix 6. Some general observations to note are summarised below for each planning area as follows:-

5.2.2.1 KPIs of the Walpole Wilderness and Adjacent Parks and Reserves Management Plan 2008

For the KPIs which relate to Weeds, Pests (Introduced and other problem animals) and Diseases, there are key planning elements which are detailed in the management plan which would complement the structure of the KPI. KPI 23.1 (Pests) warrants special mention as it was rated as 'Poor' in relation to the SMART criteria. The KPI is written in the plan as follows:-

Performance Measure	Target	Reporting Requirements
23.1 Populations of feral pigs in the planning area	23.1 No increase in the number of populations of feral pigs in the planning area	After 5 years

The inference is that pigs are the main problem species but other high-priority species are referenced in the management plan. Priorities that may or may not include pigs might fluctuate over the life of the management plan, but the KPI does not formally provide for reporting of management outcomes relating to other pest species. As stated in the plan there is a need for '*developing an introduced and other problem animal control plan'* that addresses:

☐ prioritizing animals by species and location;
☐ impacts on key values including threatened species;
☐ controlling animals by appropriate methods including trapping, shooting and baiting; and
☐ eradicating new introduced and other problem animals before they become established.

The relevant objective is to '*Minimise and, where possible, negate the impacts of introduced and problem animals on values of the planning area*'. The key values are listed as:-

A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations. Extensive areas of intact fauna habitat and populations of rare and priority fauna species. Extensive, varied, unique and nationally significant wetland systems that provide habitat for a range of endemic flora and fauna.

Developing and successfully implementing the control plan is pertinent. However the control plan is not referred to in this KPI. Yet the elements for a more relevant and measurable KPI are available in the plan itself where the control plan is outlined. An alternative approach to this KPI which better reflects the broader objectives could have read:-

KPI 23.1 – Minimise or negate the impact of introduced and problem animals on values		
Performance Measure	Target	Reporting Requirements
Develop, implement, monitor and review the introduced and other problem animal control plan, thereby establishing and quantifying the distribution or density of priority pests: • By impacts on values • By species and location	No increase in the number or number of populations of priority pests in the planning area	Control plan developed after two years with annual implementation review thereafter

Another example from this plan relates to KPIs 26.1 and 27.1 under 'Managing our cultural heritage'. These KPIs don't provide for targeted reporting of whether cultural heritage sites have been conserved. The management plan states that '*The response to target shortfall for any of the key performance indicators is for the Department to investigate the cause and report to the Conservation Commission for action*'. In this instance with the current KPI wording, all known heritage sites in the planning area could be disturbed (with approval), but the target will still have been met, and therefore no shortfall report would be required. The KPI should indicate whether sites have been protected or otherwise and reported accordingly. This limitation has potential to be a significant constraint on the effectiveness of this KPI.

5.2.2.2 Cape Range National Park Management Plan 2010

This plan's details the following on page 10 under Part C. Managing the Natural Environment:-
The major foci for nature conservation management for the period of this plan are to:
• Further contribute to the establishment and management of a comprehensive, adequate and representative (CAR) reserve system through progression of proposed additions to the conservation reserve system described in this plan;
• maintain the integrity of subterranean habitats;
• provide for well managed wildlife tourism (e.g. rock wallaby and marine turtle interactions) that will enhance conservation of the target species;
• control feral animals, in particular goats and foxes, to protect key species;
• increase knowledge of the effects of buffel grass and its control, and subsequently treat and rehabilitate affected areas; and
• improve knowledge regarding the biodiversity attributes of the park and proposed additions to the conservation reserve system.

In evaluating the KPIs which have been written for this plan, it is logical that the KPIs would assist in evaluating the achievements that relate to these major (nature conservation) 'foci'. A broad cross-check between these major foci and the KPIs has been outlined as follows:-

• Further contribute to the establishment and management of a comprehensive, adequate and representative (CAR) reserve system through progression of proposed additions to the conservation reserve system described in this plan;

For this management plan, there are proposals for additions to the conservation reserve system to enhance cultural heritage, special fauna conservation values, endemic flora, Desert Dunes and the Cape Range Terraces. The plans states that '*much of the known subterranean fauna of the peninsula is distributed outside the existing boundaries of the Cape Range National Park. Representation within the conservation reserve system will be improved through proposed additions identified in Section 12'*. However, there is no formal measure of the implementation of these proposed additions (see management plan Appendix 8 (A) previous planning studies/documents recommending additions to Cape Range national park).

As indicated earlier in this section of the report, during the broad analysis of these KPIs where gaps in the overall coverage of the KPIs are identified, where possible, these gaps will be assessed against the relevant objectives during the periodic assessment which will take place towards the end of the management plan's life-cycle.

- Maintain the integrity of subterranean habitats;

Page 23 of the management plan states the following:- '*This plan endorses the premise of the groundwater allocation plan, that there will be no degradation to water levels and quality, which should be maintained to protect subterranean fauna, and it is considered that doing so should simultaneously provide for groundwater dependent flora species and communities*.'
As such the KPI aims to measure and report on alterations to karst hydrology (including groundwater quality and quantity) with no specific reference to establishing the ecological water requirements of the groundwater dependent species.

The Groundwater Allocation Plan (Groundwater Allocation Plan – Exmouth Groundwater Subarea, Water and Rivers Commission 1999 page 34) states that: - '*Currently insufficient data exists to estimate the Ecological Water Requirements and Environmental Water Provisions for the subterranean fauna of the Cape Range Group aquifer. Additional monitoring work is required, this will include establishment of baseline data to help in the identification of acceptable environmental change. Also increased monitoring and investigation into the effects of local drawdown(s) and the related water quality changes upon subterranean fauna and their habitat is required*.' The Department response to this KPI indicates that '*no significant changes have been detected'*. A final management plan periodic assessment which will take place towards the end of the management plan's life-cycle, will require a more in-depth analysis incorporating evidence-based reporting of the KPIs. At that time, an update in relation to the additional work which has been identified in the Groundwater Allocation Plan above will be requested.

• Provide for well managed wildlife tourism (e.g. rock wallaby and marine turtle interactions) that will enhance conservation of the target species;

The relevant KPIs for this statement are included under Managing Visitor Use section 28, Wildlife Viewing and KPI 17.3 under section 17, Native Animals and Habitats. KPI 17.3 specifies a performance measure as follows:- '*Visitor-related impacts on turtles, nesting birds sensitive to disturbance, and rock wallabies*.' However, the Departmental response highlights the key threat of predation by foxes and does not indicate specifically whether visitor related impacts are being monitored. The Departmental response under section 28 however details the number of licensed commercial tour operators and indicates that licensed operators are governed by a set of guidelines and conditions. A final management plan periodic assessment will require a more in-depth analysis incorporating evidence-based reporting of the KPIs. At that time, further detail relating to the monitoring of visitor-related impacts through the licensing system referenced above will be requested.

• Control feral animals, in particular goats and foxes, to protect key species;

The management plan page 34, '*Predation by and competition with introduced animals poses a significant threat to native animals'*. The relevant KPI (20.1) only measures '*area of the park significantly impacted by goats'*. The response to this KPI from the Department also mentions cats and foxes.

A limitation with this type of species-specific KPI is that priorities may change over the planning period. Other contemporary management plans reference the need to develop a problem animal control plan to establish the key threats to values, develop baselines and update periodically to adapt to changing priorities.

In previous assessments, it has been apparent that information to help measure achievements in relation to plan objectives can be found in other reporting such as regional nature conservation plans and Western Shield reports. A final management plan periodic assessment which will take place towards the end of the management plans life-cycle, will require a more in-depth analysis incorporating evidence-based reporting of the KPIs. At that time, further detail relating to the control efforts of feral and other problem animals will be requested.

5.2.2.3 Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008

In all the KPIs which have been assessed, evaluation of each individual KPI has been against the SMART criteria, however, there has also been a general attempt to understand and acknowledge the connectedness of the planning area in terms of overlap between the KPIs. In the Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008 for instance, the key values common to KPIs 19 to 25 are as follows:

- A rich mosaic of vegetation communities, some which are poorly represented within the conservation estate
- Networks of rock outcrops, wetlands and forested valley ecosystems

- Extensive areas of intact fauna habitat and populations of specially protected (including threatened) and priority fauna species

Furthermore, on page 35 the plan states that Darling Scarp 2, Lowden, Collie and Mula vegetation complexes are identified as uncommon and under-represented across the South-west, with less than 15% representation in conservation reserves. As listed on page 22 of the plan, there is also '*The combination of direct and indirect impacts resulting from climate change*.' Yet in analysing the wording of the KPIs and the Departmental responses, apart from granite outcrops, there is no intent to provide monitoring data on the condition of these values. As stated in the management plan on page 41, 'Greatest faunal diversity is likely to occur along riparian vegetation bordering river systems, surrounding granite outcrops and in seasonal pools formed within granite monadnocks'. However, the KPIs do not specify a formal measure to determine the condition of these 'habitat' values. For instance KPI 19.1 only addresses granite outcrops and not riparian and wetland habitats. Similarly the threatening processes (weeds, diseases, pests, fire) all share the same key values listed above, but do not directly address reporting on the status of these key 'habitat' value areas. So while there are shortfalls in each of the KPIs which are outlined in the SMART analysis, there is also a more general reporting gap related to 'habitat' values reporting which could efficiently inform on a range of levels and different KPIs but is not available.

6 Assessment conclusions and recommendations

The KPI response from the Department indicates that for the three management plans being assessed, there are two areas requiring particular attention before the final evidence-based evaluation (towards the end of the management plan's life-cycle). They are the:-

- 41% of KPIs progressing towards partially satisfying the performance target(s); and
- 14% of KPIs showing no progress towards satisfying the performance target(s).

Overall qualitative outcome scores from the KPI evaluation indicated that in particular for the 16% of the KPI evaluations judged as 'Poor', supplementary or alternate information sources will be required in the final evidence-based periodic assessment.

Other terrestrial management plans with KPIs will progressively reach a point at which reporting is due.

Recommendation 1 It is recommended that the Conservation Commission develop a rolling KPI progress plan to collect the KPI reporting data from management plans at their respective mid-points. This rolling plan should be made available to the Department to schedule future requests for KPI information.

Recommendation 2 Following the collation of the KPI information for a management plan, reporting under the KPIs should be analysed by the Conservation Commission for reporting gaps and KPI adequacy. Where such gaps and limitations are identified, this

information should provide a forward indication of any additional information requirements which are not part of the KPI reporting process at the end of the management plan's life-cycle.

Related to this are instances where KPIs are included in the management plan quoting: 'indicators will be developed during the life of the plan'. In instances where this has occurred, there has been no reported progress on development of KPIs during the life of the plan:-

Recommendation 3 It is recommended that KPI development be finalised during the drafting and development of the management plan.

A number of terms used in the three management plans need to be defined to remove potential ambiguity from any interpretation for reporting against performance measures. Terms such as 'negate', 'significant', 'condition', 'cover' need to been interpreted and ideally defined somewhere. Also elements of the KPI, "Performance measure' and 'Target' need to be properly defined.

Recommendation 4 It is recommended that the Conservation Commission in consultation with the Department develop a general protocol to cover this type of terminology. In lieu of this, for new management plan's, these terms should be comprehensively and consistently defined in the relevant management plan's glossary.

In some instances the KPI as defined in the performance measure and target mostly satisfied the SMART criteria, but there were issues of relevancy where particular key values were not included. In other instances parts of the management plan which should be measured but had no KPI were highlighted elsewhere as there could be no assessment against SMART criteria as the content was missing.

As indicated in the comments from the SMART criteria analysis, it is not immediately clear why some values/issues/processes were determined at the time of plan drafting to require a KPI but others are not.

Recommendation 5 To better clarify this situation and enable consistency in approach, it is recommended that the Conservation Commission in consultation with the Department develop a transparent risk-based approach to determining whether particular values/threats in a planning area require a KPI or not.

Recommendation 6 For new plans, align and present KPIs with the related values and objectives in a table (as was the case for plans assessed as part of this assessment).

7 Appendix 1 – Derivation of the SMART acronym

There is some variation in the words used to derive the acronym SMART. In this assessment, the ‘A’ which has been selected for use refers to ‘Achievable’ rather than Assignable, and the ‘R’ refers to ‘Relevance’ rather than Realistic. Notwithstanding this difference, this assessment follows the logic summarized below which outlines the derivation of the SMART criteria.

The following is an extract taken from http://www.aurelbrudan.com/tag/smart-kpi/.

The original version of the S.M.A.R.T. acronym was used to describe objectives as follows:-

> *Original version of the S.M.A.R.T. acronym*
>
> *The popularization of the S.M.A.R.T. acronym itself started with an article published in 1981 by George T. Doran, a consultant and former Director of Corporate Planning for Washington Water Power Company, Spokane. In this article, with the title “There’s a S.M.A.R.T. way to write management’s goals and objectives”, he proposed the following criteria a S.M.A.R.T. objective should meet:*
>
> *•Specific – target a specific area for improvement*
>
> *•Measurable – quantify or at least suggest an indicator of progress*
>
> *•Assignable – specify who will do it*
>
> *•Realistic – state what results can realistically be achieved, given available resources*
>
> *•Time-related – specify when the result(s) can be achieved.*
>
> *(Doran, 1981)*
>
> *In addition, Doran made two important notes. First not all objectives must be measured across all levels of management, as in some instances the focus should rather be on the action plan for achieving the objective. Secondly, not every objective written will meet all five criteria. They should be rather seen as guidelines. (Doran, 1981)*
>
> ---
>
> *However, in terms of the initial intent of using the acronym, Doran (1981) inclined towards using the SMART criteria mainly for defining objectives. He acknowledges the following distinction between goals and objectives:*
>
> *•Goals represent unique beliefs and philosophies, are usually continuous and long term.*
>
> *•Objectives are seen as providing quantitative support and expression to management’s beliefs.*

Considering this proposed distinction, the SMART criteria should only be applied to objectives. In practice, however the two terms are used interchangeably by organizations. Doran's advice regarding this terminology issue is as relevant today as it was 30 years ago:

"Although it may be fashionable to debate the differences between goals and objectives in our graduate business schools, from a practical point of view the label doesn't make any difference provided officers / managers agree on the meaning of these words. In some cases, goals are short-term and objectives are long-term. In others, the opposite is true. To other organizations, goals and objectives are synonymous. Time should not be wasted in debate over these terms. The important consideration is not to have the label get in the way of effective communication." (Doran, 1981).

On SMART Key Performance Indicators (KPIs)

While there are many examples of objectives that are incompletely defined and don't meet the SMART criteria, in the case of KPIs things are different. By its own nature and definition, a KPI is an indicator of performance with the following inherent characteristics:

•Specific – it has to be specific to an area as it is linked to a process, functional area or preferably an objective, making it a SMART Objective

•Measurable – it has to be measurable, otherwise it won't indicate anything

•Assignable – unless is assigned, it will not be measured

•Realistic – setting targets is inherent in the documentation and use of KPIs

•Time - it is implied in the measurement process

So a KPI shouldn't even be called KPI if the smart criteria are not met. For this reason, the term SMART KPI is in a way doubling up on the SMART criteria.

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8 Appendix 2 – KPI responses from the Department

Please use the descriptive colours of green, yellow and red to describe the results of the evaluation process . The department will evaluate the level of progress to which selected KPIs have been achieved, where:-

Green – No problems – Progressing towards meeting all of the performance target(s);

Yellow – Some success – Progressing towards partially satisfying the performance target(s);

Red – Struggling – No progress towards satisfying the performance targets.

Appendix 2. KEY PERFORMANCE INDICATORS (Excerpt from: Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008)

Key Values	**Key Objectives**	**Key Performance Indicators**			
		Performance Measure	Target	Reporting Requirements	**Results – comment with colour code (Green – No problems, Yellow – Some success, Red – Struggling**
Part B. Management Directions and Purpose	Section 10 Existing and Proposed Reserves				
Key values indicated throughout this table	Protect reserves of the planning area with the maximum security of tenure, class and their gazetted purpose	10.1 Changes in land tenure and purpose	10.1 To formally change the land tenure and purpose of the proposed Westralia Forest Conservation Area to conservation park (Class A) , within 2 years of impediments to its reservation being lifted	After 2 years of impediments to reservation being lifted	No progress on proposed new area.
Part C. Managing the Natural Environment	Section 19 Native Plants and Vegetation Communities				
A rich mosaic of vegetation communities, some which are poorly represented within the conservation estate Networks of rock outcrops, wetlands and forested valley	Identify, protect and conserve native plants and vegetation communities	19.1 Changes in species composition and structure within granite outcrops of the lower Collie River valley	19.1 Subject to natural variations, maintaining species composition and structure within granite outcrops of the lower Collie River valley	Every 5 years, or as per recovery plans if applicable	No granite outcrop monitoring program in place.

Key Values	Key Objectives	Key Performance Indicators			
		Performance Measure	Target	Reporting Requirements	**Results – comment with colour code (Green – No problems, Yellow – Some success, Red – Struggling**
		19.2 The persistence and condition of populations of declared rare flora	19.2 No loss or decline as a result of management actions		No DRF in this area.
	Section 20 Native Animals and Habitats				
	Protect and conserve native animals and their habitats	20.1 Range and population size of critical weight range mammals	20.1 Subject to natural variation, recovery and maintenance of populations of critical weight range mammals	As per recovery plans for individual species or in their absence, annually	6 of 11 species are regularly monitored, 4 others occasional monitoring – reactive in nature.
		20.2 Evidence of second generation progeny from translocated species	20.2 The successful establishment of translocated species		Woylies.
	Section 22 Environmental Weeds				
	Minimise the impacts of environmental weeds on key values	22.1 Number and cover of environmental weed species rated as 'High' in the EWS or considered as a local priority	22.1 Decrease in the number and cover of species rated as 'High' in the EWS or considered as a local priority	Every 5 years	Decrease in area of weed cover. No change in number of occurrences.
	Section 23 Introduced and Other Problem Animals				
	Minimise the impacts of introduced and other problem animals and their control on key values.	23.1 Populations and area impacted by feral pigs	23.1 A decrease in the number of populations or area impacted by feral pigs from 2008 levels	Every 5 years	No formal monitoring program in place, reactive to reports along PP boundaries and PVS assets.
	Section 24 Diseases				
	Ameliorate the impact, and minimise the further spread, of *P. cinnamomi* and other diseases	24.1 The identification and establishment of protectable areas that are a priority for protection	24.1 Protectable areas that are a priority for protection have been identified and established	After 5 years	Sites identified and sign posted, but now all sites are breached, tracks open, signage missing, and being accessed by the public.
	Section 25 Fire				
	Conserve biodiversity across the landscape and to protect life and community assets in and near the planning area	25.1 The extent of fire diversity measured by the diversity and scale of post-fire (seral) stages within a LCU	25.1 The distribution of post-fire fuel ages (time since fire) for each LCU approximates a negative-exponential distribution	Annually	
		25.2 The impact of wildfire on life and community assets	25.2 No loss of life or significant community assets, or serious injury, attributable to the Department's fire management		
		25.3 The persistence of threatened species/ ecological communities within each LCU	25.3 No permanent loss or significant decline, due to fire, of threatened species/ecological communities in the planning area	Every 5 years	Quokka monitored sites not exhibiting any change in the rate of decline as a result of burning, Woylie site burnt in late 2014. No formal post fire monitoring in place.
Part D. Managing Cultural Heritage	Section 26 Indigenous Heritage				
An important area for use by local Aboriginal people for the continuation of cultural activities (and ceremonies) Aboriginal sites and landscapes of mythological, ceremonial, cultural and spiritual significance, particularly the Collie River An important site for non-Indigenous cultural heritage, with evidence of former forestry workers settlements, old cottages, spot mills, formations and built structures such as the Reservoir wall and hydro-electric power station Significant site to consider the changing perspectives on forests, forestry and protected areas	Identify, protect and conserve Indigenous cultural heritage and cultural resources in consultation with Aboriginal people	26.1 Disturbance of known or identifiable Aboriginal heritage sites	26.1 No disturbance of a registered place as a result of Department operations without formal approval	Annually	

Key Values	Key Objectives	Key Performance Indicators			
		Performance Measure	Target	Reporting Requirements	**Results – comment with colour code (Green – No problems, Yellow – Some success, Red – Struggling**
Part E. Managing Visitor Use	Section 29 Visitor Use Planning				
An important and popular recreation area, with a diverse array of nature-based recreational opportunities A reservoir that is intrinsically linked to the lifestyle of local people and a tourist attraction to visitors Historical links to the Reservoir and Collie River for activities such as fishing, marroning, canoeing, swimming, camping, picnicking and bushwalking, with links to the Reservoir spanning generations of local residents to when the Reservoir was first constructed in the 1930s A sense of seclusion whilst in close proximity to major population centres and travel routes to the south-west of the State	Provide visitors with a wide range of nature-based experiences whilst ensuring the impacts on key values are minimised	29.1 The range of visitor management settings	29.1 Maintain visitor management settings over the life of the plan	Every 3 years	Impacts on key values resulting from not maintaining access controls. Access controls (gates and track closures) have been difficult to maintain, but a number of informal camp sites along the river have been closed. Recreation site selection considers high nature conservation values – woylies, mature trees along river etc.
	Section 30 Visitor Access				
	Provide and maintain a range of access types consistent with maintaining or enhancing key values	30.1 Changes in the condition of Lennard Track and four-wheel drive tracks designated for seasonal closure	30.1 Track condition is maintained or improved from 2008 levels	Annually	Seasonal closure partially effective.
	Section 31.1 Overnight Stays				
	Provide appropriately located and designed built accommodation and a range of sustainable camping opportunities whilst minimising environmental and other impacts	31.1.1 Changes in the area of disturbance zone around campsites	31.1.1 No increase in the disturbance zone around campsites from 2008 levels	Annually	No formal monitoring program is in place.
		31.1.2 Number of trees at selected campsites that are damaged	31.1.2 Less than 10% of trees damaged around campsites		No formal monitoring program is in place.
		31.1.3 Number of trees at selected campsites with exposed roots	31.1.3 Less than 10% of trees around campsites with exposed roots		Formal camp sites include efforts to protect tree roots through mulching, drainage, fencing, much with guidance from professional arborists
		31.1.4 Number of wildfires in the planning area attributed to escapes from campfires	31.1.4 Reduction in the percentage of wildfires per visit that is attributed to escapes from campfires	Every 5 years	
Long distance walking and cycling opportunities on the Bibbulmun Track and Munda Biddi Bike Trail A varied landscape with areas of high visual quality, including well defined and steeply sloping valleys, granite outcrops, mature forest, rivers and a reservoir Commercial nature-based tourism opportunities	Section 31.2 Day-use				
	Provide opportunities for day-use in appropriate environmental and visitor management settings, which encourage visitor enjoyment and understanding of key values	31.2.1 Satisfaction of the local Aboriginal people	31.2.1 The design of day-use facilities along Lennard Track satisfies the local Aboriginal people	On completion of designs for day-use facilities	Positive interactions with local Aboriginal people. No physical progress, as yet. This is funded in 15/16 & 16/17 through Parks for People initiative.
	Section 31.5 Bushwalking				
	To provide a range of bushwalking opportunities that meet visitor needs and do not adversely impact on key values	31.5.1 The satisfaction that visitors express with their visit in relation to the use of dual use trails	31.5.1 Bushwalkers continue to be satisfied with tracks designated for dual use	Every 5 years	Trails networks established
	Section 31.6 Cycling				
	Provide opportunities for cycling that do not adversely impact on key values	31.6.1 Changes in bicycle track condition	31.6.1 Track condition is maintained or improved from 2008 levels	Every 5 years	Many new bike paths, both formal and informal, but no formal monitoring of impacts on key values.
	Section 34 Visitor Safety				
	Maintain visitor experiences by minimising risks to public safety wherever possible	34.1 Percentage of accidents/incidents and visitor injuries per visit reported annually to the Department	34.1 Maintenance or reduction in the percentage of accidents/incidents and visitor injuries per visit reported annually to the Department from 2008 levels	Every 5 years	Monitored through the Visitor Risk Management system and incident reporting statistics that are maintained.

Key Values	Key Objectives	Key Performance Indicators			
		Performance Measure	Target	Reporting Requirements	**Results – comment with colour code (Green – No problems, Yellow – Some success, Red – Struggling**
	Section 35 Domestic Animals				
	Protect native fauna and visitors from the impacts of domestic animals	35.1 Number of dogs recorded that are not guide dogs for visually impaired people or dogs required for management/security purposes	35.1 No dogs recorded that are not guide dogs for visually impaired people or dogs required for management/security purposes	Every 5 years	There are occasional dog problems.
Part F. Managing Resource Use	Section 43 Forest Produce				
The largest reservoir in the south-west of the State, with a high social value and an economic value for water use Considerable mineral potential within the Westralia Conservation Park and the proposed Westralia Forest Conservation Area	Prohibit the removal of forest produce except where it is in accordance with the CALM Act and this management plan	43.1 Incidence of unauthorised firewood collection	43.1 A declining trend in the reported incidence of unauthorised firewood collection	Every 5 years	Some offences are still being reported. There are many observations of illegal firewood collection in close proximity to Collie.
Part H. Involving the Community	Section 45 Information, Education and Interpretation				
Opportunities for community involvement in activities and experiences in nature conservation and visitor services Opportunities for involvement of individuals in various committees associated with the management of parks and reserves A research and educational opportunity within the Wellington Discovery Forest, which enables visitors to learn about the natural environment and management of the jarrah forest A diverse array of natural environments, providing research opportunities into the natural, recreation and cultural values of the planning area	Promote community understanding and awareness of the key values of the planning area and engender support for its effective management	45.1 Level of visitor satisfaction with education and interpretation opportunities offered in the planning area	45.1 Level of visitor satisfaction with education and interpretation opportunities remains stable or increases over the life of the plan	Every 3 years	Wellington Discovery Forest continues to be effective, in the education area. Overall across the national park the interpretation signage has become dated and no new programs introduced.
	Section 46 Community Involvement and Liaison				
	Facilitate effective community involvement and support in planning and management	46.1 Changes in the number of registered volunteers and the level of volunteer hours contributed within the planning area	46.1 An increase in the number of registered volunteers and the level of volunteer hours contributed within the planning area	Every 5 years	There is a strong Friends group in Wellington Discovery Forest and new Friends at Wellington Mills.
	Section 47 Wellington Discovery Forest				
	Promote community awareness, appreciation and understanding of the natural values and management of the jarrah forest while being consistent with the purpose of the Wellington Discovery Forest reserve and the provisions of the CALM Act	47.1 Changes in the number of participants in education programs offered within the Wellington Discovery Forest	47.1 An increase at least 10% in participation, including recurrent participation, in education programs offered within the Wellington Discovery Forest from 2008 levels	Annually	Strong Friends group in Wellington Discovery Forest. Associated eco education participation has remained largely static
		47.2 Changes in visitation to the Research and Management zones of the Wellington Discovery Forest	47.2 An increasing trend in visitation to the Research and Management zones of the Wellington Discovery Forest from 2008 levels	Every 5 years	No physical progress, but anticipate significant changes in next 5 years due to comprehensive planning and coordination.

* Note: where there is a target shortfall for any of the key performance indicators, the Department will investigate the cause and report to the Conservation Commission for action

Please use the descriptive colours of green, yellow and red to describe the results of the evaluation process . The department will evaluate the level of progress to which selected KPIs have been achieved, where:-

Green – No problems – Progressing towards meeting all of the performance target(s);

Yellow – Some success – Progressing towards partially satisfying the performance target(s);

Red – Struggling – No progress towards satisfying the performance targets.

Appendix 2. **Key performance indicators (Excerpt from: Walpole Wilderness and Adjacent Parks and Reserves Management Plan 2008)**

KEY VALUES	OBJECTIVE	1. KEY PERFORMANCE INDICATORS*			
		Performance Measure	Target	Reporting Requirements	**Results – comment with colour code (Green – No problems, Yellow – Some success, Red – Struggling**
2. PART B: MANAGEMENT DIRECTIONS AND PURPOSE					
Section 8. Management Arrangements with Aboriginal People					
Potential for 'joint-management' between the Department and Aboriginal people	Provide a mechanism for management to be conducted cooperatively by the Department and Aboriginal people	8.1 The establishment of a Park Council or similar joint management arrangement	8.1 The successful establishment of a Park Council or similar joint management arrangement within 5 years of commencement of the plan	After 5 years	No Park Council established as yet. Native Title settlement claims are pending.
Section 11. Proposed Tenure, Purpose, Vesting and Boundary Changes					
The conservation of biodiversity and ecological integrity in all native forest ecosystems through the establishment and management of a system of reserves that is comprehensive, adequate and representative	Incorporate appropriate lands and waters into the conservation estate to assist in the protection of the values of the planning area, to provide maximum security of tenure, and to contribute towards the establishment of a comprehensive, adequate and representative reserve system	11.1 Tenure actions for which the Department and Conservation Commission are responsible	11.1 Complete all tenure actions for which the Department and Conservation Commission are responsible within the life of the plan	After 5 years	Proceedings have been initiated to add the following reserves to existing conservation estate: unallocated Crown land (UCL) reserves in Harewood and Hay Blocks. The conversion of UCL reserves to conservation estate adjacent to the Owingup Swamp and Boat Harbour have not been supported by the Department of Petrolium and Mines. Discussions are ongoing.
3. PART C: MANAGING WILDERNESS VALUES					
Section 12. Identification and Dedication of Wilderness Areas					
Qualities of remoteness and naturalness not readily available in the south-west	Provide statutory protection to wilderness areas	12.1 Gazettal of 2 wilderness areas under section 62 of the CALM Act	12.1 Gazettal of 2 wilderness areas within 2 years	After 2 years	This gazettal is currently being prepared for consideration and approval.
Section 13. Management of Wilderness Areas					
Qualities of remoteness and naturalness not readily available in the south-west	Maintain or enhance wilderness qualities in the planning area	13.1 The extent and level of wilderness quality within wilderness areas	13.1 The extent and level of wilderness quality in wilderness areas does not diminish from 2008 levels	After 5 years	The extent and level of wilderness quality in the wilderness area has not diminished since 2008, and the area has been managed in accordance with the department's Policy No 62- *Identification and Management of Wilderness and Surrounding Area.* Management has included: • Closure of three roads in the wilderness and no mechanized transport permitted. • Limiting ground disturbance activities when managing bushfires in and near these areas. • Limiting ground disturbance activities during prescribed burning in and near these areas

PART D: MANAGING THE NATURAL ENVIRONMENT					
Section 16. Geology, Landforms and Soils					
A complex mosaic of geology, landforms and soils that provide the physical, chemical and biological foundation necessary to support plant life and sustain ecological processes. Geoheritage sites important for research and for understanding the formation of landscape and environment	Maintain the geodiversity and geoprocesses of the planning area and protect sites of known geoheritage	16.1 Area of erosion within the planning area	16.1a No new areas of erosion as a result of human activities 16.1b Identification of existing erosion within 3 years 16.1c Repair of 90% of existing erosion within the life of the plan	After 5 years	No systematic survey was ever undertaken of erosion areas, so it is difficult to assess. District staff have continued to monitor coastal car park stabilisation projects at Kingy Rock, Cliffy Head and Bottleneck Bay. Other stabilisation products are being trialled and assessed for effectiveness on the Bibbulmun Track near Boat Harbour. The district will continue to seek extra funding through grants such as those provided by CoastWest to manage erosion, particularly at coastal sites. For further information the department can provide you with a Powerpoint presentation "Stabilising trails and vehicle tracks in Coastal Sands" which was prepared by the Regional Landscape Architect Planner, Vicki Winfield and the PVS Officer South West Region, Dave Lathwell. Most coastal access tracks are historical sandy 4WD routes, many of which have become difficult to traverse when dry. As use increases due to increased 4WD ownership and visitors seeking new experiences, these tracks will be prone to increasing erosion. Inexpensive forms of track stabilisation such as rubber belting are gone and while other products are available they are expensive and not fully understood in terms of longevity and effectiveness. Trials of different products will continue, with limited opportunity to implement wide scale track stabilisation due to very high costs.
Section 17. Hydrology and Catchment Protection					
Extensive, varied, unique and nationally significant wetland systems that provide habitat for a range of endemic flora and fauna. Protection of a major river (Deep River) in a relatively natural state	Protect and conserve the quality and quantity of water resources within the planning area, particularly the wetland systems, rivers and the coastline	17.1 Condition of the Mt Soho Swamps and Owingup Swamp system wetlands of national significance	17.1 No further decline in, and where degraded restoration of, the condition of the Mt Soho Swamps and Owingup Swamp system wetlands of national significance	After 5 years	A Ramsar submission is being developed for Owingup Swamp and associated nature reserves. Acid sulphate soil risk and occurrence has been studied and compiled in Owingup Swamp Report, as well as ongoing heavy metal and contaminant analysis (Gillespie 2011). Management of two high priority environmental weeds (Blackberry and Arum Lily) has occurred since 2011 in the lower Kent River, Owingup Swamp and Boat Harbour lakes. Bittern Surveys conducted annually at Owingup Swamp and Boat Harbour. Feral Pig surveys have been conducted annually in the Deep River catchment and liaison with the Water Corp for control in the water catchment areas in ongoing. Significant effort will be focussed on protection of Mt Soho peat swamps from feral pigs following a prescribed burn in late 2014. Feral deer control has been implemented near Owingup Swamp, together with landholder surveys to ascertain whether sightings have increased on private property; and control has been conducted by the Albany Sporting Shooters Association. No change in the relatively natural state of the Deep River has occurred.
Section 19. Native Plants and Vegetation					
A rich mosaic of vegetation representing wetland, woodland and forest ecosystems protecting rare and priority flora populations	Identify, protect and conserve the diversity and distribution of specially-protected and other native plants and plant communities within the planning area	19.1 Population size[1] and/or number of populations of critically endangered flora species located within the planning area	19.1 Increase in population size[1] and/or number of populations of critically endangered flora species located within the planning area	After 5 years, or as per recovery plans if applicable	Populations of DRF are monitored regularly. Seed capsules collected from Verticordia apecta (CR) and Reedia spathacea (E) were sent to the Seed Storage centre. Interim Recovery Plans written for Rhacocarpus rehmannianus var webbianus (CR) and Verticordia apecta. Competition removal trial instigated in Verticordia apecta population. Post burn monitoring in Rhacocarpus rehmannianus and Reedia populations undertaken.
		19.2 Populations of endangered or vulnerable flora species within the planning area	19.2 No loss of a single population of endangered or vulnerable flora species within the planning area	After 5 years, or as per recovery plans if applicable	Population monitoring and threat management (esp, feral pigs, fire and disease) conducted for *Asplenium obtusatum* subsp. *northlandicum*, *Banksia verticillata*, *Caladenia christineae*, *Caladenia harringtoniae*, *Cryptandra congesta*, Drakaea *micrantha*, *Grevillea fusculotea*, *Myriophyllum trifidum*, *Reedia spathecea* and *Verticordia fimbrilepis* subsp. *australis*.

Section 20. Native Animals					
Extensive areas of intact fauna habitat and populations of rare and priority fauna species	Identify, protect and conserve specially-protected and other native fauna and their habitats within the planning area	20.1 The conservation status of threatened fauna species located within the planning area	20.1a No decline in the conservation status of threatened fauna species in the planning area 20.1b Translocated fauna species are successfully established as viable breeding populations	After 5 years, or as per recovery plans if applicable	Threatened fauna habitat protected through guidelines and actions provided for prescribed fire plans, and during prescribed burning and emergency fire management activities. Advice provided to external proponents through liaison and EIAs. Monitoring conducted annually for *Spicospina flammocaerulea* (Sunset Frog) and *Geocrinia lutea* (Nornalup frog). Regular fauna monitoring of Western Shield sites through trapping and spotlighting, and monitoring by trapping and remote cameras in lesser surveyed parts of the planning area. A partnership research project into a quantifiable rapid survey technique for Quokka in the southern forest has been undertaken. Existing habitat of Tingle spider, Walpole burrowing crayfish managed during prescribed burning and protected from development. Continuation of a sub Antarctic penguin species satellite tracking program. Western bristlebirds have not been detected in recent years following the translocation to Nuyts Block in 2007; key factor was the reinvasion of feral cats despite significant control effort. Monitoring of the translocated *Spicospina flammocaerulea* (Sunset frog) population on private property has occurred over several years since the translocation, but no calls have been detected.
		20.2 Range and number of populations of locally endemic fauna species: Walpole burrowing crayfish, tingle trapdoor spider, Nornalup frog and sunset frog	20.2 The range and number of populations of locally endemic fauna species: Walpole burrowing crayfish, tingle trapdoor spider, Nornalup frog and sunset frog will be maintained or increased	After 5 years, or as per recovery plans if applicable	No known loss of populations. Monitoring of known populations of *Spicospina flammocaerulea* (Sunset frog) in November-December; monitoring known populations of *Geocrinia lutea* (Nornalup frog) in December. Sunset frog population data is being reviewed by an environmental consultant under the Forest Management Plan KPI process to detect factors influencing frog presence and calling activity.
Section 21. Ecological Communities					
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations. Extensive areas of intact fauna habitat and populations of rare and priority fauna species. Extensive, varied, unique and nationally significant wetland systems that provide habitat for a range of endemic flora and fauna	Identify, protect and conserve threatened and other ecological communities of conservation significance within the planning area	21.1 The flora species that comprise the Mt Lindesay - Little Lindesay Granite threatened ecological community	21.1 No loss of flora species that comprise the Mt Lindesay - Little Lindesay Granite threatened ecological community	After 5 years, or as per recovery plan if applicable	Post burn monitoring of *Grevillea fuscolutea*, *Cryptandra congesta* and *Drakaea micrantha*. Installation of Phytophthora cleaning station on walk trail to prevent dieback spread. Installation of further signage to prevent usage of walk trail by motorbikes. Installation of sensor cameras to monitor usage by motorbikes. Monitoring of dieback movement plots.
		21.2 The location and species composition of the poorly known ‘relictual peat’ threatened ecological communities within the planning area	21.2 The location and flora and invertebrate species composition of the ‘relictual peat’ threatened ecological communities will be identified	After 5 years, or as per recovery plans if applicable	Flora species composition of peat swamps providing habitat for critical fauna was assessed during a feral pig program in 2011-13. *Reedia spathacea* peat swamps are monitored bimonthly for hydrological patterns and change. Comprehensive water and soil chemical analysis was conducted at Owingup Swamp over several years. A desktop study was established to determine extent of peat in the planning area, with mixed accuracy; however aerial photography of key areas has enabled more detailed peat mapping. Peat burning protocols included in burn prescriptions, and monitoring and control of feral pig population to prevent impact on peat systems. Invertebrate species composition and more detailed flora composition are unlikely to occur without additional funding.
Section 22. Environmental Weeds					
A rich mosaic of vegetation representing wetland, woodland and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations	Minimise the impact of environmental weeds on values of the planning area	22.1 The extent of weed species at priority sites, including former research trials of introduced tree species, and with a ‘High’ rating in the *Environmental Weed Strategy*, or deemed as a local priority.	22.1 Decrease in the extent of weed species at priority sites, including former research trials of introduced tree species, and with a ‘High’ rating in the *Environmental Weed Strategy*, or deemed as a local priority.	After 5 years	High priority WONS species have been controlled in habitat critical for EPBC listed taxa, through the department’s recurrent funding and augmented with funding from Caring for Country. Areas targeted included Owingup Swamp and Boat Harbour Lakes, Bow and Kent River systems, and minor creeks leading into the Walpole Nornalup Inlets. A weed prioritisation process has been conducted in the district, identifying species for eradication, management and containment to protect natural assets. Major species include Arum lilies, Typha, blackberry, tree ferns, Sydney Golden Wattle and other perennial species. No control work has been undertaken to remove introduced trees from historic trial plantings

Section 23. Introduced and Other Problem Animals					
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations	Minimise and, where possible, negate the impacts of introduced and problem animals on values of the planning area	23.1 Populations of feral pigs in the planning area	23.1 No increase in the number of populations of feral pigs in the planning area	After 5 years	All introduced animal sightings and history of management are recorded on a district register, which feeds into planning and targeting of control in priority areas. It is difficult to accurately estimate the number of feral pigs in the planning area, and determine an increase or decrease in the pig population. However, significant management of feral pigs has occurred, targeted to critical flora and fauna habitat, as well as community education, and surveillance in areas where it is suspected that pigs continue to be illegally introduced. Control has been prioritised post-fires when large areas of damage can occur extremely rapidly. External NRM funding has been provided to supplement the department's recurrent funded feral animal control, including feral pigs and deer, and two pig trappers are employed during the control season. The use of tracking dogs has been trialled and due to the success of this program we have formalised the arrangement for authorised community pig control groups to use dogs (no direct contact with pigs is made). Three peat systems containing DRF Reedia or the Sunset frog have been fenced to exclude feral pigs. A Judas radio-tracking program in which we collar older sows to draw in other pigs has also been implemented.
Extensive areas of intact fauna habitat and populations of rare and priority fauna species. Extensive, varied, unique and nationally significant wetland systems that provide habitat for a range of endemic flora and fauna					
Section 24. Diseases					
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations. Extensive areas of intact fauna habitat	Determine the extent and influence of *P. cinnamomi* within the planning area, and to ameliorate the impact and minimise the further spread, of *P. cinnamomi*, and other diseases, within the planning area	24.1 The identification and establishment of protectable areas that are a priority for protection	24.1 Protectable areas that are a priority for protection have been identified and established	After 5 years	Targeted on ground Phytopthora mapping has been completed within the WWA. Blocks interpreted include: Karara, Gully, Northumberland (north only) Crossing, Surprise, London and Soho. A large number of disease-free protectable areas have been identified and signage is in the process of being established in the field; the protectable areas have been added to district operational maps and are actively considered during all planning processes. An information sheet and brochure has been prepared for distribution to users of these areas (e.g. researchers, walkers) to ensure appropriate hygiene is applied. Interpretation will be conducted in 2015 in high priority protectable areas to determine whether dieback has been introduced or spread, and in other manage-able areas where interpretation has not yet been conducted (e.g. William Bay National Park and sections of Nuyts Block).
		24.2 Development of further dieback KPIs	24.2 Further dieback KPIs have been developed	After 2 years	No further KPIs have been developed
		24.3 Knowledge of plant species and ecological communities at risk from *P. cinnamomi* in the planning area	24.3 Identification of plant species and ecological communities threatened by *P. cinnamomi* and at high risk from short term vectoring	After 5 years, or as per recovery plans if applicable	As a result of the dieback mapping described above, areas free of dieback have been identified in the WWA including the Mount Lindesay TEC. Measures have been put in place to protect these areas from vectors such as pigs, visitors and district operations (e.g. fire tracking). The next priority for these areas is floristic surveys to identify potential threatened ecological communities and ensure that they remain disease-free.
Section 25. Fire					
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations. Extensive areas of intact	Protect and promote the biodiversity of ecosystems and to protect life and community assets	25.1 The extent of fire diversity measured by the diversity and scale of post-fire fuel ages within a Landscape Conservation Unit	25.1 The distribution of post-fire fuel ages (time since fire) for each Landscape Conservation Unit approximates the fuel age distribution in Figure 9	Annually	Fuel age maps are produced annually by Fire Management Services Branch indicating fuel age. The six season burn plan is based on the landscape mosaics shown in the fuel age maps, consultation with nature conservation, parks and visitor services, stakeholders and the public.The distribution of fire ages in the planning area approximates Figure 9.
		25.2 The impact on human life or significant community assets	25.2 No loss of human life or significant community assets, or serious injury attributable to the Department's fire management		No lives lost have been lost and only minor loss or damage to community assets. Private assets loss has occurred from bushfire activity which includes, 1 x dwelling, 3 x sheds all unoccupied or used, 4 km fenceline, 2ha plantation (Fire 4 Suttons road 2011), Fire 3 5km fenceline (Sheepwash 2014).

fauna habitat and populations of rare and priority fauna species		25.3 The extent to which fire management guidelines for significant habitats requiring specific fire regimes are addressed in burn objectives	25.3 Burn objectives are met for significant habitats requiring specific fire regimes		Burn security standards and the percentage of burn areas targeted for ignition mean that achieving a mosaic of unburnt and burnt pockets of vegetation to provide a diversity of vegetation ages is challenging. Burn objectives include biodiversity protection considerations and action items including pre-burn mop-up (e.g. identification of significant nesting trees for threatened black cockatoo species), exclusion of threatened orchids from fire from May to November, and post burn monitoring of flora recruitment is conducted. Applications to take threatened and priority flora populations are completed seasonally. Actions endorsed by the Species and Communities Branch are implemented.
		25.4 The extent to which fire management guidelines have been prepared for significant habitats requiring specific fire regimes	25.4 Development of published fire management guidelines for significant habitats requiring specific fire regimes	After 2 years	Several fire management guidelines have been developed during the course of the management plan which the district has had significant input into, including Organic soils, Tingle forest, Granite outcrops, and Southern forest and shrubland mosaic. An adaptive management project is underway in coastal grasslands to assess the result of more frequent fire on grassland integrity.
4. PART E: MANAGING OUR CULTURAL HERITAGE					
Section 26. Indigenous Heritage					
Aboriginal sites and landscapes of mythological, ceremonial, cultural and spiritual significance	Identify, protect and conserve the Aboriginal cultural heritage and cultural resources of the planning area	26.1 Protection of known or identifiable heritage sites and values	26.1 No disturbance without formal approval	After 5 years	Consultation with the Aboriginal community has been undertaken for numerous projects, including Coalmine Beach boat ramp and jetty, Mt Frankland wilderness lookout, the Munda Biddi Track in William Bay NP, new or proposed boardwalks at Collier Creek, Rest Point and Nornalup and new toilet installation at Banksia Camp to ensure protection of Indigenous heritage. Onsite visits with Aboriginal traditional owners to understand cultural significance of numerous areas has also occurred. Department staff have undertaken Aboriginal cultural awareness training. All necessary approvals have been provided if required through an Environmental Impact Assessment process and compliance with the Aboriginal Heritage Act.
Section 27. Non -indigenous Heritage					
A rich non-indigenous cultural heritage associated with exploration, early settlement, and the agricultural/forestry industries	Identify, protect and conserve the non-indigenous cultural heritage of the planning area	27.1 Protection of known or identifiable heritage sites and values.	27.1 No disturbance without formal approval.	After 5 years	All developments subject to Environmental Impact Assessment which includes Non-indigenous heritage. No issues were identified through this process and no disturbance undertaken.
5. PART F: MANAGING VISITOR USE					
Section 28. Visitor Opportunities					
A terrestrial environment that provides opportunities for a wide range of nature-based recreation activities including recreational driving, bushwalking, picnicking, camping, fishing and wildlife interaction Coastal and hinterland recreational opportunities for many local communities within the Manjimup, Denmark, Plantagenet and Albany local government areas	Provide visitors with a range of sustainable nature-based experiences to facilitate their enjoyment and understanding of the natural and cultural values of the area	28.1 Visitor satisfaction levels of nature-based experiences within the planning area	28.1 Visitor satisfaction levels of nature-based experiences within the planning area are maintained or increased from 2008 levels	After 5 years	The Walpole-Nornalup National Park Visitor Survey Report 2008 to 2011 has been prepared by the Social Research Unit. This report was prepared from data collected through surveys at key recreation sites within the management plan area between May 2008 and November 2011. Visitors were asked to rate their levels of satisfaction. A Visitor Satisfaction Index (VSI) rating of 90% was resultant. This represents a maintained level of visitor satisfaction when compared to a slightly dissimilar 2007-2008 visitor survey run across the same area which reported a VSI of 93.4%. Due to the different measurement mechanisms used and the associated levels of accuracy, these results are not considered a decrease in satisfaction. Both results are well above the department's state-wide satisfaction target of 85%. Visitor satisfaction surveys have been undertaken in the planning area in 2013/14 but results have not yet been analysed.
		28.2 The range and number of visitor opportunities	28.2 The range and number of visitor opportunities is consistent with visitor management settings	After 5 years	Five broad visitor settings are identified in the Management Plan including; Wilderness, Natural, Natural-Recreation, Recreation and Developed. 15 broad visitor opportunities have been identified in the plan including; Picnicking, Lookouts, Bushwalking, Boating, 4WD, 2WD, Cycling, Horse riding, Sightseeing, Fishing, Swimming, Interpretation, Climbing/Abseiling, Trail bike riding and Hang Gliding.
		28.3 Social, economic and environmental visitor impact indicators	28.3 Social, economic and environmental visitor impact indicators will be developed during the life of the plan	After 5 years	The District will continue to liaise with the department's Social Research Unit in regards to this KPI.

Section 34. Visitor Safety					
A terrestrial environment that provides opportunities for a wide range of nature-based recreation activities with minimal risk to visitors	Minimise risks to public safety associated with visiting areas managed by the Department while maintaining a range of visitor experiences wherever possible	34.1 The number and severity of incidents occurring within the planning area and reported to the Department	34.1 The number and severity of incidents occurring within the planning area and reported to the Department remains stable or decreases from 2008 levels	After 5 years	The number and severity of incidents occurring within the planning area and reported to the department has remained stable from 2008 levels. Record keeping improved in 2010 with no base data for 2008/2009. Apart from one drowning fatality at Fernhook Falls in 2012/13, reported incidents over the past few years have been stable and low. In 2013/14 there has been an anecdotal report of a visitor falling out the back of a ute whilst driving down a coastal access track, and a police managed vehicle roll over on the Valley of the Giants road with one injury requiring an ambulance. In 2014 there have had some injuries at Greens Pool resulting from beach-related activity and a potential snake bite to a walker on the Bibbulmun track, who was released from hospital the same day. The recording and monitoring of incidents will continue. The Visitor Risk Management system implemented by the district assists in identifying and managing visitor risk and incidents.
6. PART G: MANAGING RESOURCE USE					
Section 41. Rehabilitation					
A complex mosaic of geology, landforms and soils that provide the physical, chemical and biological foundation necessary to support plant life and sustain ecological processes. A rich mosaic of vegetation representing wetland, woodland and forest ecosystems protecting rare and priority flora populations	Restore degraded areas to a stable condition resembling as close as possible the natural ecosystem function	41.1 Disturbances related to fireline construction during wildfire suppression	41.1 Commencement of rehabilitation of all disturbances related to fireline construction during wildfire suppression prior to the break of the season, and restoration within 2 years	After 5 years	A rehabilitation plan is developed and implemented following suppression of bushfires with an aim to be fully restored within 12 months.
		41.2 Disturbances related to recreation development	41.2 Commencement of rehabilitation and restoration of all disturbances related to recreation development within 12 months of project completion	After 5 years	All disturbances related to recreation developments have had rehabilitation and restoration works undertaken within 12 months of project completion.
		41.3 Exhausted gravel pits	41.3 Commencement of rehabilitation and restoration of all exhausted gravel pits within 6 years	After 5 years	Gravel pits in the WWA have been rehabilitated excluding those that are still in use.
		41.4 Disturbances related to mining	41.4 Commencement of rehabilitation and restoration of all disturbances related to mining according to permit conditions	After 5 years	No mining occurred in planning area.
Section 43. Flora Harvesting					
Limited resource supply opportunities for firewood, craftwood, apiary and flora harvesting activities	Facilitate wildflower picking in parts of the planning area, while minimising the impacts on natural values	43.1 Vegetation community health as a direct result of flora harvesting activities	43.1 No decline in vegetation community health as a direct result of flora harvesting activities	After 5 years	Activity from the wildflower picking industry has decreased over the past 5 years. There are now a small number of pickers and they are self-sustaining. Informal assessment of picking areas has shown no evidence of observable damage or alteration of species composition/ forest structure. Resources are not available for formal monitoring of this impact. Due to the relatively low threat to biodiversity this is a low priority task.
7. PART H: INVOLVING THE COMMUNITY					
Section 46. Information, Interpretation and Education					
Regionally significant quality interpretive and experiential recreation opportunities such as the Tree Top Walk and the Walpole Wilderness Discovery Centre	Promote community awareness, understanding and appreciation of the natural and cultural values of the planning area and engender support for effective management of the planning area	46.1 Participation in education programs offered within the District and the Walpole Wilderness Discovery Centre	46.1 Maintenance or increase in participation in education programs offered within the District and Walpole Wilderness Discovery Centre from 2008 levels	After 5 years	Education and interpretation activities occur daily at the Valley of Giants Tree Top Walk and have occurred in various areas of the planned area during school holiday periods from 2008 to 2014. Participation has increased from 823 participants in 2008 to 1907 participants in 2014, an increase of 230%.
Section 47. Community Involvement and Liaison					
An extensive range of opportunities for community involvement in the implementation of the management plan	Facilitate effective community involvement in management of the planning area	47.1 The number of registered volunteers and the level of volunteer hours	47.1 An increase in the number of registered volunteers and the level of volunteer hours	After 5 years	Since 2008 volunteer numbers have increased 239% and volunteer hours have increased by 444%.

1 = Population size is defined as the number of mature/reproducing plants.

* The response to target shortfall for any of the key performance indicators is for the Department to investigate the cause and report to the Conservation Commission for action.

Please use the descriptive colours of green, yellow and red to describe the results of the evaluation process . The department will evaluate the level of progress to which selected KPIs have been achieved, where:-

Green – No problems – Progressing towards meeting all of the performance target(s);

Yellow – Some success – Progressing towards partially satisfying the performance target(s);

Red – Struggling – No progress towards satisfying the performance targets.

Appendix 2 **Key Performance Indicators (Excerpt from: Cape Range National Park Management Plan 2010)**

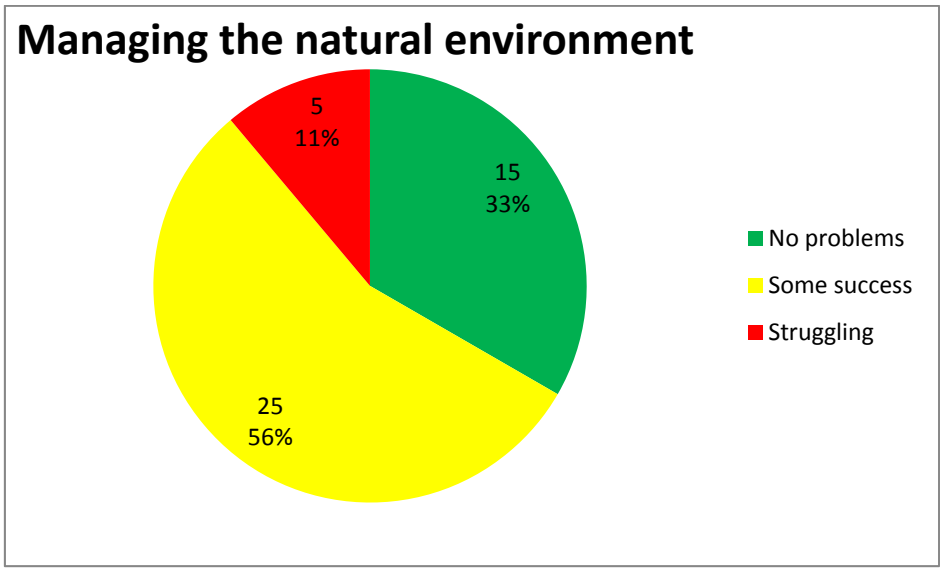
Key Values	**Key Objectives**	**Key Performance Indicators**			
		Performance Measure	**Target**	**Reporting Requirements**	**Results – comment with colour code (Green – No problems, Yellow – Some success, Red – Struggling**
Part C. Managing the Natural Environment					
14. Geology and Geomorphology					
Evidence in various geological, geomorphological and biological features which combine to give unique insights into geoevolutionary history and regional changes in climate, flora and fauna, and the lifestyles of Indigenous peoples.	To maintain the geological and geomorphological diversity and processes of the park and protect sites of known geoheritage.	14.1. Conservation and scientific value of the park's geoheritage.	14.1. No significant reduction of value over the life of the plan subject to natural processes.	Every 5 years.	No activities have been undertaking which threaten these values.
15. Water Catchment Protection					
An extensive karst hydrological system that supports an extremely diverse subterranean fauna of high biodiversity conservation significance including locally disjunct, endemic and relictual species.	To maintain the hydrological regimes (quality and quantity) of the park, with a particular focus on the ecological water requirements of groundwater dependent species and communities.	15.1. Alterations in karst hydrology (including groundwater quality, quantity, anchialine stratigraphy and hydrological regimes).	15.1. No significant adverse change (e.g. beyond natural seasonal or other cyclic variation) over the life of the plan at selected sites.	Every 5 years.	No significant changes have been detected. In general challenges such as increased demand on ground water and town site expansion on the North West Cape have the potential to place pressure on the TEC Cameron's Cave which is situated outside of Cape Range National Park.
16. Native Plants and Plan Communities					
A particularly rich flora for an arid limestone environment. The presence of tropical, temperate and arid flora and many taxa at the limit of their range.	To conserve the diversity of native plant, plant communities, and to maintain viable populations of threatened or otherwise significant flora.	16.1. Diversity and condition of native plant communities.	16.1. No significant decrease in known level of diversity and condition over the life of the plan.	Every 3 years.	Vegetation surveys using the step-point method have been conducted on various soil types within a series of 30mx30m vegetation exclusion plots. Fixed-point photography of these sites has also been conducted. No significant decrease in known level of diversity and condition of native plant communities and significant flora species or communities has been observed.
		16.2. Cover and condition of threatened, priority or otherwise significant flora species or communities (e.g. disjunct, range end, locally restricted).	16.2. No decrease in cover and condition over the life of the plan.	Every 5 years or as per recovery plans if applicable.	

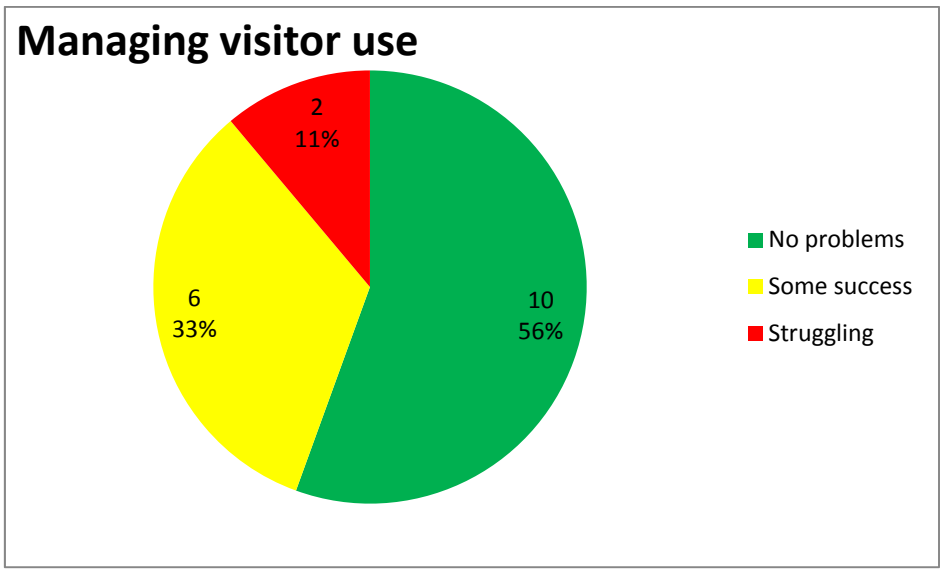
17. Native Animals and Habitats					
The presence of subterranean fauna that due to factors such as its rich diversity, ancient affinities, isolation over millions of years, and differing origins is of high biodiversity conservation significance and scientific importance. A rich and diverse vertebrate and invertebrate fauna attributable to the range of habitats available on the peninsula (from mangrove and intertidal marine to sandy ridges, subterranean wetlands, alluvial plains, rocky ranges and caves). The occurrence of fauna species that are threatened, endemic, locally restricted and/or at the limits of their geographic range. Turtle rookeries. Demonstration of the process of speciation of disjunct populations.	To conserve the diversity of native fauna and habitat types and to maintain viable populations of threatened or otherwise significant fauna.	17.1. Diversity of native fauna species and habitat.	17.1. No loss of known species or habitat diversity over the life of the plan.	Every 5 years.	No recorded losses or increases in diversity of overall native mammals have been measured. Long-term monitoring over a 10 year period is necessary for a high level of confidence.
		17.2. Population numbers and range of specially protected fauna species, threatened ecological communities or otherwise significant fauna.	17.2. Remain stable or increase over the life of the plan subject to natural variations.	Every 5 years or as per recovery plans if applicable.	There is an improved understanding of black-flanked rock wallaby distribution in CRNP. An annual monitoring program has been established involves fixed point counts of certain rock-wallaby colonies with CRNP.
		17.3. Visitor related impacts on turtles, nesting birds sensitive to disturbance, and rock wallabies.	17.3. No significant impacts over the life of the plan.	Every 3 years or as per recovery plans if applicable.	The Ningaloo Turtle Program has been conducted since 2002 in conjunction with the Cape Conservation Group. It focuses on monitoring nesting abundance and shifts in nesting distribution. Key threats include predation by foxes within rookeries which is managed during the nesting season. Results and scientific analysis of the data suggests that there is no significant trend in green turtle nesting abundance since 2002, but that logger head and hawksbill turtles have shown increases. There is however a low concern for green turtles, as no alarming rates of predation on turtle nests by feral animals or mortalities have been detected. Harvesting of green turtles ceased in the early 1970s and it is suspected that the Western Australian stock is in a current state of recovery. The green turtle is the predominant nester on the Northwest Cape. All reports and analysis can be located at www.ningalooturtles.org.
		17.4. Changes in the known level of predation on nesting turtles within the park.	17.4. Decrease over the life of the plan.	Every 3 years or as per recovery plans if applicable.	The categories are not quite the same as for MPRA reporting, but this rating signifies a similar output to that process.
19. Environmental Weeds					
	To reduce the impact of weeds (and high priority weeds in particular) on the key values of the park.	19.1. The cover of environmental weed species rated as high priority.	19.1. Decrease over the life of the plan.	Every 5 years.	Attempts to exclude Pilbara priority ranked weeds from invading the park have been undertaken over the life of the plan. Kapok in particular has been cleared on UCL where it has encroached towards the northern boundary of Cape Range National Park. Its encroachment has been slowed down. The treated area requires regular annual follow-up to ensure that new seed banks which have been set, are exterminated. Erupting invasions are treated when detected. Broad-scale spraying of buffel grass is not seen as a practical management action and is the predominant weed inthe park. It covers massive areas along the coastal plane. Addressing this issue would require many years of dedicated funding to allow for a prolonged intensive effort for any long-lasting change to result.
20. Introduced and Other Problem Animals					
	To reduce the impact of introduced and problem animals on the key values of the park.	20.1. Area of the park significantly impacted by goats.	20.1. Decrease over the life of the plan.	Every 5 years.	Significant developments have been made which relate to fox and cat control. A more diverse baiting regime has been developed which incorporates the use of different bait types. Eradicat has been trialled with some success seen on foxes. It is believed that cat numbers where not reduced as was hoped. It is possible that the exceptional April rains experienced in the park may have resulted in reduced uptake of baits by feral cats, due to the availability of natural prey after the rains. Feral Goat numbers have been maintained at relatively low levels (manageable) compared to that of earlier years (pre-2007) Ground and aerial shooting efforts have proved to be successful in curbing an increase in the goat population.

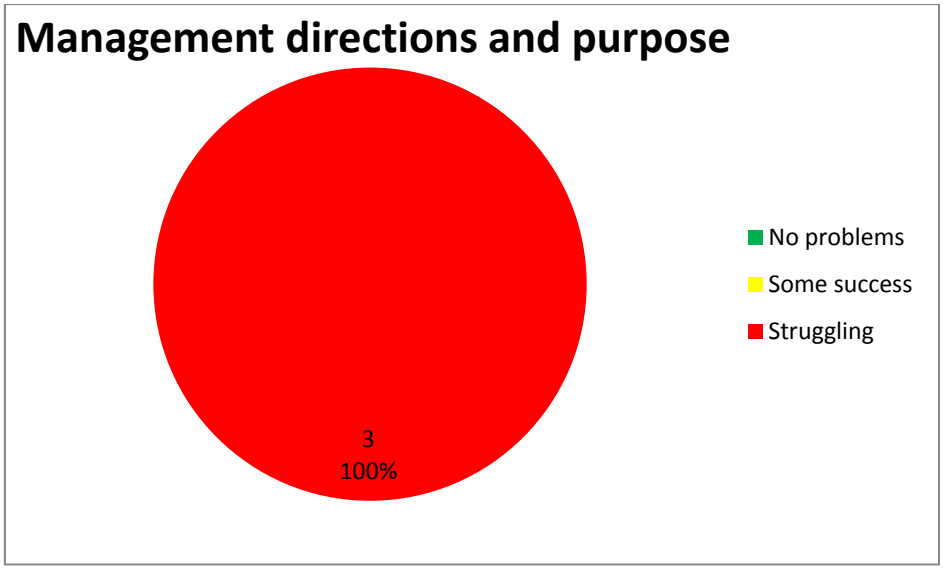
21. Fire					
	To manage fire to conserve the biodiversity of the park and to protect life and valuable community assets.	21.1. Knowledge of the vital attributes of key fire response species	21.1. Increase in knowledge of the vital attributes of threatened, priority and other key fire response species (see *Glossary*) over the life of this plan.		District conservation officers focus on controlled burns throughout the region and bushfire response. Focused research is required to answer the questions which target 21.1 aims to address and develop a better understanding of post-fire plant succession. Controlled burning has been limited to one small test burn in the vicinity of Milyering Ranger's HQ. Concerns relating to public reaction and perception to burning on the coastal plain in the park have limited the progression of an annual burning program, coupled with concerns which relate to an increase in buffel grass invasion. A no-burning policy existed in the park, which has now been lifted. Sensitivities still exist however surrounding the aforementioned issues.
		21.2. Knowledge of the interactions between fire and buffel grass.	21.2. Increase from the extent of knowledge described in this plan (e.g. as reflected in findings or recommendations of research papers and experiment reports).	Every 5 years.	Any burning should occur within established native vegetation. Avoidance of burning into the "buffel edge" to limit its spread into native vegetation is believed to be the best practice. This was observed in the one controlled burn which took place in Cape Range where post-fire plant succession was monitored along a series of transects using the step-point methodology along predetermined transects. Results indicate that there was minimal invasion of buffel into the burnt area which had no buffel immediately adjacent to it.
		21.3. Diversity of post-fire seral stages providing habitat diversity.	21.3. A range of post-fire seral stages is established for major native vegetation types over the life of the plan.	Every 5 years.	Post-fire observations along the Sandy Bay track after the 2002 fire indicated that priority flora responded favourably after rain (e.g. *Verticordia* and *Grevillia* species). The established vegetation monitoring plots in this area (conducted in 2010 for which a baseline of plant diversity exists) did not burn. Therefore, the opportunity to conduct post bushfire fire monitoring which can be compared to the collected baseline has not taken place. Should any of these monitoring sites be subjected to bushfire, the opportunity will then arise to conduct this type of monitoring where after species diversity and canopy/basal cover measurements can be taken which will then show a difference.
		21.4. Human life and community assets.	21.4. No losses attributable to the Department's fire management.	Every 3 years.	Reduction of fuel loads through prescribed burning along the coastal plain of the park will greatly reduce the risk to life and property from bushfire. Aerial burning in the central ranges is also considered an option for fuel reduction management.
Part D. Managing Cultural heritage					
23. Indigenous Cultural Heritage					
Confirmed evidence of the earliest known occupation (Pleistocene) based on a marine economy in Australia. Numerous sites and landscapes of Indigenous cultural importance. Non-Indigenous cultural heritage associated with the pastoral and mineral exploration industry.	To conserve the Indigenous and non-Indigenous cultural heritage of the park so that current and future generations can benefit from it.	23.1. Number and condition of sites (i.e. places and objects) of cultural or archaeological significance.	23.1. No reduction or disturbance without formal approval.	Every 2 years.	Working relationships between the department and the Yamatji Marlpa Aboriginal Corporation (YMAC) are mutually acknowledged and respected as professionally sound and culturally appropriate. Campground redevelopment and expansions in accordance with the management plan have been reviewed, monitored and approved by the YMAC.
Potential for demonstrating a successful joint management arrangement between the Department and Aboriginal people.		23.2. Degree of satisfaction amongst traditional custodians (e.g.	23.2. Increases over the life of the plan.	Every 2 years.	The district office has not been able to successfully coordinate the continuation of the Coral Coast Park Council due to differences between members representing Gnulli. However, the district office

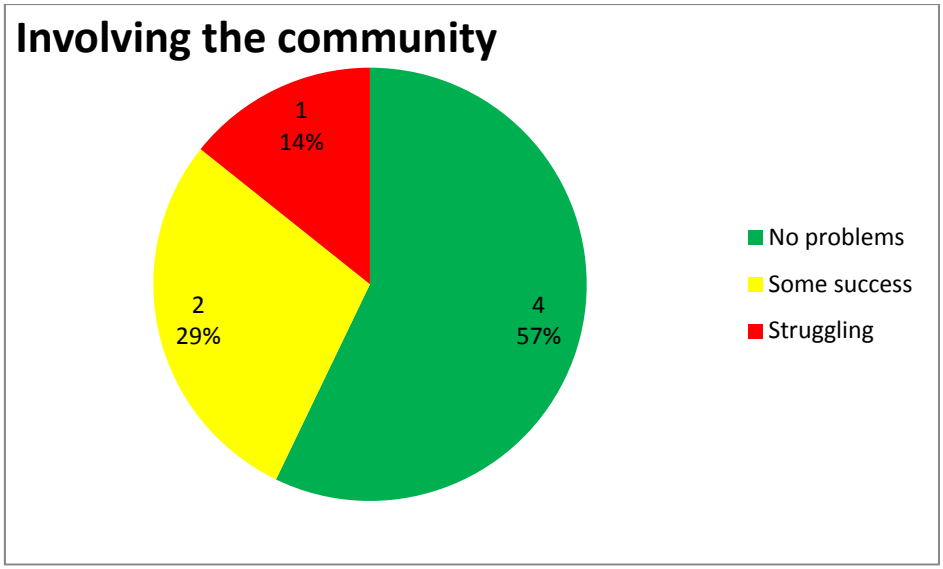
		as represented by the Coral Coast Park Council) regarding level of Aboriginal involvement in park management.			has continued to seek input and involvement from the various custodians relevant to the area. Where this has not been possible or there has been conflicting information between members – the district office has directed its queries and level of involvement to the YMAC. Although these comments may appear to represent only some success, given the situation between various custodians, the district office has considered the outcomes achieved and the consultation and custodian involvement a success.
Part E. Managing Visitor Use					
25. Recreation and Tourism Opportunities					
Terrestrial and adjacent marine environments that offer remote and nature based opportunities and experiences. Natural and cultural values which attract nature based tourism and significantly contribute to regional expenditure. Remote qualities of the park.	To provide visitors with a range of sustainable nature based recreation experiences.	25.1. The range of recreation settings (i.e. from remote through to developed).	25.1. No reduction in the area of *natural*, *natural-recreation* or *recreation* visitor management settings over the life of the plan.	Every 5 years.	Recreational and tourism opportunities have been developed, increased and maintained in accordance with the management plan to the highest standard throughout the park. Recognition through the UNESCO World Heritage listing demonstrates one aspect of achieving these set targets.
		25.2. Visitor satisfaction levels.	25.2. Maintain or increase over the life of the plan.	Every 2 years.	Visitor satisfaction has increased each year – visitor surveys are conducted annually. An additional visitor survey via the online booking system will provide a more detailed analysis of visitor satisfaction and visitor expectations.
28. Wildlife Viewing					
Terrestrial and adjacent marine environments that provide opportunities for viewing a range of native flora and fauna.	To provide opportunities for sustainable wildlife viewing.	See KPI 17.3			There are currently 123 T Class licensed tour operators and 31 E Class licensed tour operators within the Ningaloo Coast World Heritage area. 68 of these licenses are specific for the park and 2 E Class licences are specific to Cape Range. Licensed operators are governed by a set of guidelines and conditions – which provide sustainable wildlife viewing and experiences.
Part G. Involving the Community					
39. Information, Education and Interpreatation and					
Opportunities for interpretation of natural and cultural values, and education of visitors.	To promote community awareness and understanding of the park's conservation values and engender support of management activities.	39.1. Level of visitor satisfaction with education and interpretation opportunities available in the park.	39.1. Remains stable or increases over the life of the plan.	Every 3 years.	Significant upgrades to education and interpretation have been made within the past few years. The Milyering Discovery Centre has undergone Stage 1 of a total upgrade – where the latest technology through the use of touch screen and other graphic user interphase have been installed. Interpretive sign upgrades have occurred throughout the park. Additionally there has also been an increase in the education program through school holiday activities. Significant progress made on upgrades to marine park signage displays and dissemination of information to marine park users on the water through ongoing compliance patrols and through printed media such as pamphlets.

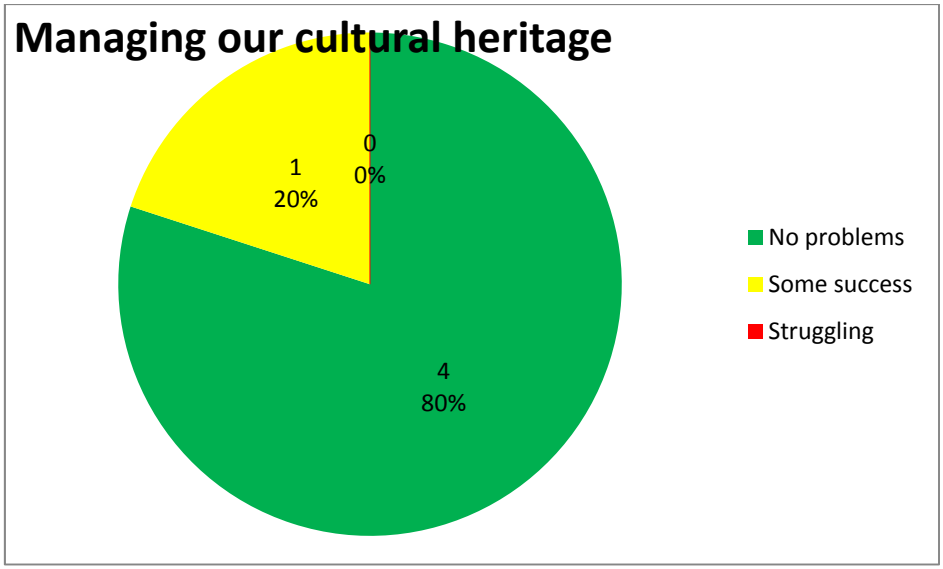
9 Appendix 3 - Evaluation by the major management plan 'parts'



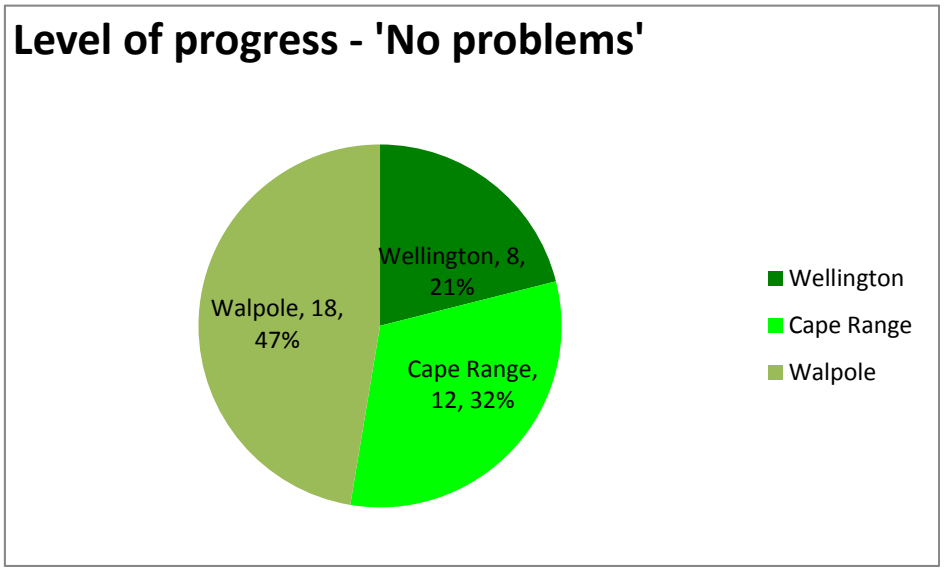


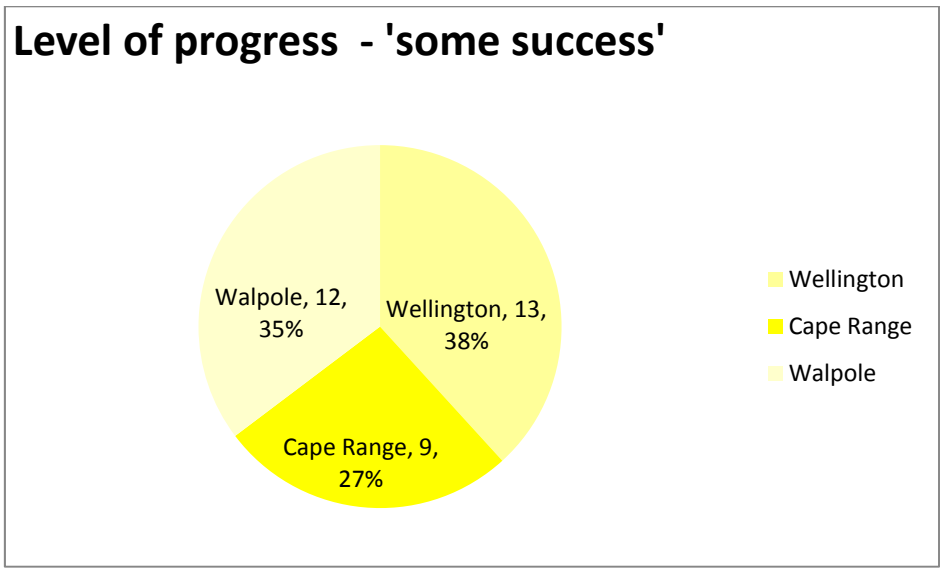

Management directions and purpose
3
100%
No problems
Some success
Struggling

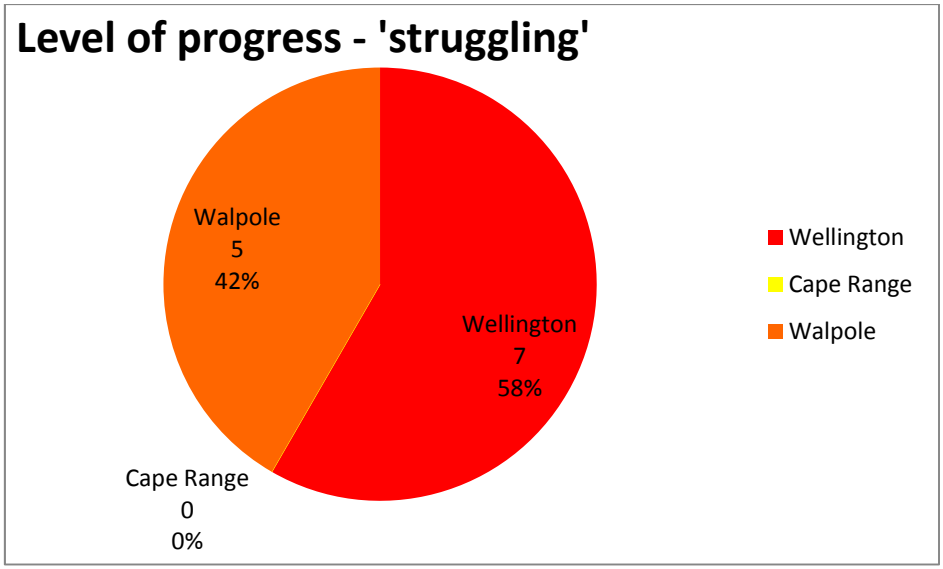

Involving the community
1
14%
2
29%
4
57%
No problems
Some success
Struggling


Managing our cultural heritage
0
0%
1
20%
4
80%
No problems
Some success
Struggling

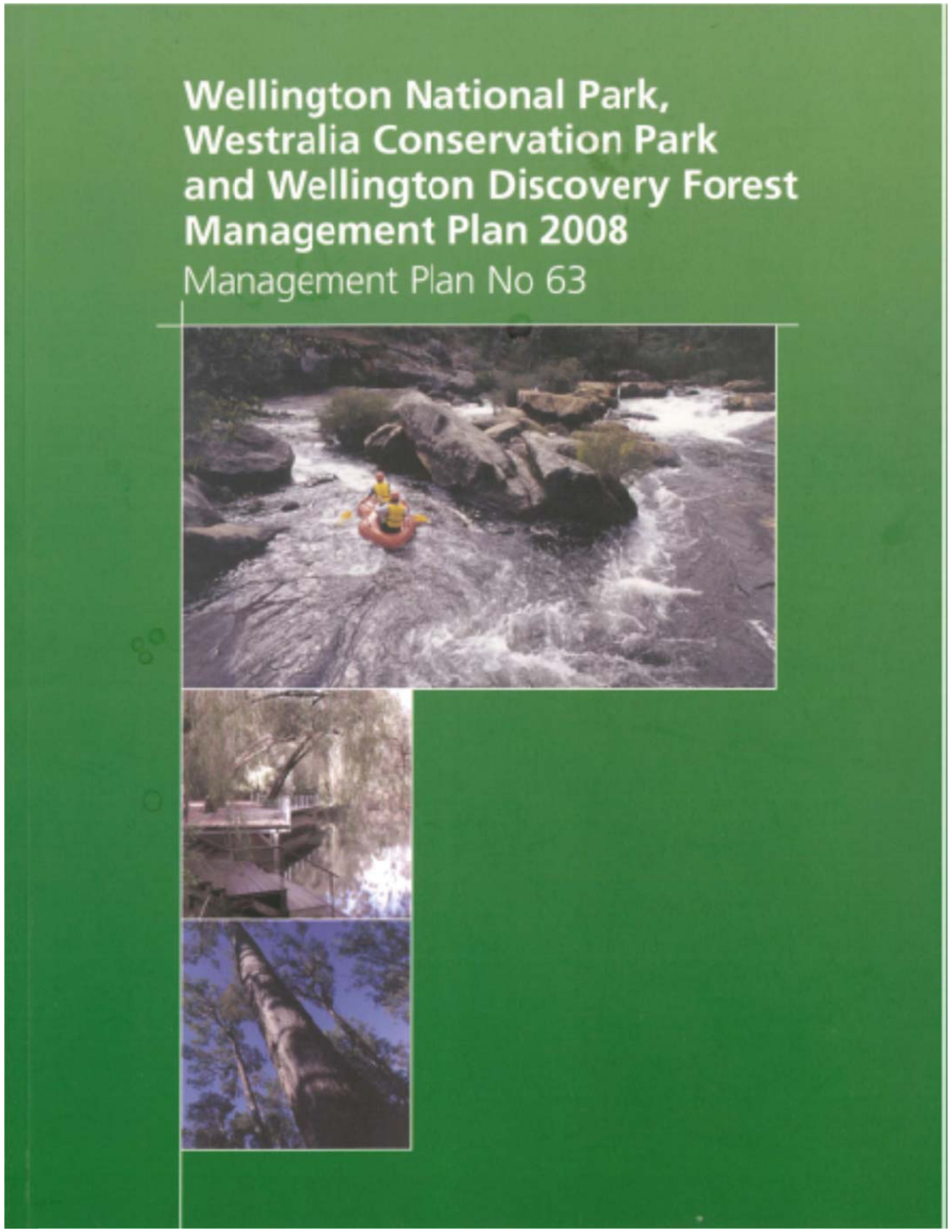
10 Appendix 4 - Evaluation of each level of progress by management plan






Level of progress - 'struggling'
Walpole
5
42%
Wellington
7
58%
Cape Range
0
0%
Wellington
Cape Range
Walpole

11 Appendix 5 – SMART KPI analysis results



QUALITATIVE SCORING SYSTEM FOR KPI EVALUATION AGAINST SMART CRITERIA

In this table a rating given of the KPIs against established criteria (e.g. SMART criteria) and a broad analysis of how well the KPIs relate to the management plan objectives was provided. Where SMART stands for:- (S)Specific, (M)Measurable, (A)Achievable, (R)Relevant, (T)Time-bound.

Colour Code	Impact	Criteria Scoring
	Significant weakness, potential to be significant constraint on effectiveness of KPI	**2**
	Less significant weakness, potential constraint on the effectiveness of KPI but less significant	**1**
	Minor or no impact / constraint on effectiveness of KPI	**0**
		Sum criteria scores = Total KPI score

Broad analysis of each KPI	Qualitative	Total KPI score
	Poor outcome	>4 (Greater than 4)
	Fair outcome	2<>4 (Between 2 and 4)
	Good outcome	<2 (Less than 2)

Appendix 3. KEY PERFORMANCE INDICATORS (Excerpt from: Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008)

Key Values	**Key Objectives**	**Key Performance Indicators**							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
Part B. Management Directions and Purpose	Section 10 Existing and Proposed Reserves								
Key values indicated throughout this table	Protect reserves of the planning area with the maximum security of tenure, class and their gazetted purpose	10.1 Changes in land tenure and purpose	10.1 To formally change the land tenure and purpose of the proposed Westralia Forest Conservation Area to conservation park (Class A) , within 2 years of impediments to its reservation being lifted	After 2 years of impediments to reservation being lifted		While conversion from proposed conservation area to a formal reserve category is a logical objective, in reality the area appears to have had an interim protective measure in place for a number of years which limits the usefulness of this KPI measure. See Broad analysis comment.		Other proposed tenure changes not specified, reporting on additions to the planning area which assist in protecting key values would improve this KPI. See Broad analysis comment.	
Broad analysis of this KPI					**2– Fair** The department response indicates no progress in relation to the change to conservation park tenure. Management plan table 2 includes other proposed additions to the planning area which could be incorporated into this KPI, thus informing on whether the reservation status of for instance significant vegetation complexes listed on page 35 of the plan (or of forest ecosystems for CAR targets) has been maintained or improved.				
Part C. Managing the Natural Environment	Section 19 Native Plants and Vegetation Communities								
A rich mosaic of vegetation communities, some which are poorly represented within the conservation estate Networks of rock outcrops, wetlands and forested valley ecosystems	Identify, protect and conserve native plants and vegetation communities	19.1 Changes in species composition and structure within granite outcrops of the lower Collie River valley	19.1 Subject to natural variations, maintaining species composition and structure within granite outcrops of the lower Collie River valley	Every 5 years, or as per recovery plans if applicable				Limiting the KPI to Granite outcrops limits the contribution to measuring the overall success of the objective. See Broad analysis	

Appendix 5 - KPIs SMART analysis - Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008

Key Values	Key Objectives	Key Performance Indicators							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
		19.2 The persistence and condition of populations of declared rare flora	19.2 No loss or decline as a result of management actions		Department response indicates there are no DRF in the plan area, however, there are priority species listed under the plan section titled DRF.	See Broad analysis	See Broad analysis	See Broad analysis	
	Broad analysis of this KPI				**6 - Poor** The overall objective is to '*Identify, protect and conserve native plants and vegetation communities*'. Limiting the KPI to DRF (there are reportedly no DRF – see comment above) and Granite outcrops (Dept response indicates no monitoring is taking place) indicates that at the time of the final assessment of this plan, this KPI is tracking towards being ineffective. The KPI does not inform on whether the objective has been achieved, the plan (page 35) also mentions '*significant vegetation complexes'* and '*riparian and wetland habitat'* in this section but no formal measure of these has been incorporated into the KPI. As stated in the plan page 20, within the relevant bioregion (Jarrah forest bioregion) the forest ecosystem which does not meet the CAR target for conservation reserves is the Darling Scarp ecosystem. At an even finer scale on page 35 the plan states that Darling Scarp 2, Lowden, Collie and Muja vegetation complexes are identified as uncommon and under-represented across the South-west, with less than 15% representation in conservation reserves. And that the Darling Scarp 2, Collie and Muja vegetation complexes whilst uncommon, are not well represented within the planning area.				
	Section 20 Native Animals and Habitats								
	Protect and conserve native animals and their habitats	20.1 Range and population size of critical weight range mammals	20.1 Subject to natural variation, recovery and maintenance of populations of critical weight range mammals	As per recovery plans for individual species or in their absence, annually		No measure of threatened birds and other priority fauna		Doesn't directly measure whether the key value (habitat) has been protected and conserved.	
		20.2 Evidence of second generation progeny from translocated species	20.2 The successful establishment of translocated species						
	Broad analysis of this KPI				**3 - Fair** The objective listed for this KPI states, '*Protect and conserve native animals and their habitats*'. On page 41 of the plan, '*Greatest faunal diversity is likely to occur along riparian vegetation bordering river systems, surrounding granite outcrops and in seasonal pools formed within granite monadnocks*'. While this KPI does not directly address 'habitat' in its wording, in assessing this KPI, it is logical to search in the other KPIs for relevant reporting to fill this gap. For the sake of efficiency there is no expectation that these matters would be reported twice. Another relevant KPI is KPI 19.1, however this KPI only addresses granite outcrops and not riparian and wetland habitats. Similarly the threatening processes (weeds, diseases, pests, fire) all share the same key values but do not directly address reporting on the status of these key habitat value areas.				
	Section 22 Environmental Weeds								
	Minimise the impacts of environmental weeds on key values	22.1 Number and cover of environmental weed species rated as 'High' in the EWS or considered as a local priority	22.1 Decrease in the number and cover of species rated as 'High' in the EWS or considered as a local priority	Every 5 years		KPI would be more measurable if establishing a baseline were part of the KPI wording	Linking this KPI with the state-wide EWS ratings reduces KPI achievability. State wide priorities are considered too broad as actions at the planning area scale are not likely to change weed status at the state level.	Local weed prioritisation should be linked to protecting key values of the planning area through the weed control plan	.
	Broad analysis of this KPI				**3 - Fair** As indicated in the departmental response, there has been a 'decrease in weed cover'. This infers a 'baseline' to measure progress, as there will need to be something to compare against. Weed control is an ongoing process, and it is to be expected that				

Appendix 5 - KPIs SMART analysis - Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008

Key Values	Key Objectives	Key Performance Indicators							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
					priorities will be re-evaluated during the life of the management plan. Page 45 of the management plan outlines the need to *'prepare and implement a prioritised weed control plan*, as well as *'monitoring and reviewing the weed control plan'*. It is understood that the dept now considers the information in the EWS to be out-of-date. Changing priorities could be adapted as part of the review of the weed control plan for the planning area. KPI would be more readily reported if it incorporated wording related to development, monitoring and review of a prioritised, values-driven weed control plan .				
	Section 23 Introduced and Other Problem Animals								
	Minimise the impacts of introduced and other problem animals and their control on key values.	23.1 Populations and area impacted by feral pigs	23.1 A decrease in the number of populations or area impacted by feral pigs from 2008 levels	Every 5 years		Only measures pigs, there are other priority animals in the plan and there will be a need to adjust priorities over time.	Not clear whether monitoring of pig numbers is achievable based on dept response for Walpole and that no monitoring has taken place for Wellington.	Doesn't directly measure whether the impacts on key values (habitat) are 'minimised'.	
	Broad analysis of this KPI				**5 - Poor** Useful that a benchmark of 2008 is specified however, dept response indicates no formal monitoring is in place. Page 50 of the plan outlines the need to develop a priority control plan which aligns with the key objective listed here. This KPI should better reflect the plan wording, and enable the measurement of the KPI to accommodate changing priorities over time with wording related to developing, prioritising, implementing, monitoring and reviewing a control plan. Reporting outcomes should include information on the values which are being protected.				
	Section 24 Diseases								
	Ameliorate the impact, and minimise the further spread, of *P. cinnamomi* and other diseases	24.1 The identification and establishment of protectable areas that are a priority for protection	24.1 Protectable areas that are a priority for protection have been identified and established	After 5 years				Doesn't directly inform on distribution of the disease in the planning area or the impact of spread on key values	
		24.2 The number of protectable areas that are free of infestation by *P. cinnamomi*	24.2 No decrease in the number of protectable areas that are free of infestation by *P.cinnamomi*	After 5 yeas					
	Broad analysis of this KPI				**1 - Good** The table of KPIs in the management plan (appendix 1) does not include KPI 24.2 and inadvertently no dept response on 24.2 was therefore requested. It seems likely from the dept response to KPI 24.1 that the number of protectable areas has decreased however, which will be confirmed at the end-of-cycle assessment of the management plan.				
	Section 25 Fire								
	Conserve biodiversity across the landscape and to protect life and community assets in and near the planning area	25.1 The extent of fire diversity measured by the diversity and scale of post-fire (seral) stages within a LCU	25.1 The distribution of post-fire fuel ages (time since fire) for each LCU approximates a negative-exponential distribution	Annually		Approximating conformance of the fuel-age distribution has been subjective in application during FMP reporting			
		25.2 The impact of wildfire on life and community assets	25.2 No loss of life or significant community assets, or serious injury, attributable to the Department's fire management						
		25.3 The persistence of threatened species/ ecological communities within each LCU	25.3 No permanent loss or significant decline, due to fire, of threatened species/ecological communities in the planning area	Every 5 years			See Broad analysis.	As indicated, there are no DRF in the plan area and no TECs are listed so the target would be limited to	

Appendix 5 - KPIs SMART analysis - Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008

Key Values	Key Objectives	Key Performance Indicators							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
								threatened fauna species.	
Broad analysis of this KPI					**3 - Fair** The target for 25.3 infers that fire can be isolated as a direct cause of decline in threatened fauna from the combination of climate change, disease, weeds, predation, fragmentation etc.; it is not clear how KPI reporting could achieve this. Conservation of '*significant vegetation complexes*' and '*riparian and wetland habitat*' would inform this KPI target but no formal measure of these key habitat value areas has been incorporated into the KPIs. Granite outcrops monitoring is included in the KPI 19.1 but the Dept response indicates no monitoring is taking place.				
Part D. Managing Cultural Heritage	Section 26 Indigenous Heritage								
An important area for use by local Aboriginal people for the continuation of cultural activities (and ceremonies) Aboriginal sites and landscapes of mythological, ceremonial, cultural and spiritual significance, particularly the Collie River An important site for non-Indigenous cultural heritage, with evidence of former forestry workers settlements, old cottages, spot mills, formations and built structures such as the Reservoir wall and hydro-electric power station Significant site to consider the changing perspectives on forests, forestry and protected areas	Identify, protect and conserve Indigenous cultural heritage and cultural resources in consultation with Aboriginal people	26.1 Disturbance of known or identifiable Aboriginal heritage sites	26.1 No disturbance of a registered place as a result of Department operations without formal approval	Annually	The term 'identifiable' as used in the performance measure needs to be defined.			Following the engagement process outlined in the plan page 74 would ensure locations not listed in the WA Register of Aboriginal Sites, are protected. Including consultation detail in the KPI would support measurement of the engagement process. See Broad analysis.	
Broad analysis of this KPI					**2 – Fair** On page 73 the plan states in relation to the registered sites under the *Aboriginal Heritage Act, , 'As the register is not a comprehensive listing of all sites, assessments may be necessary prior to any operations where there is potential to inadvertently damage sites. Appropriate approvals under the Aboriginal Heritage Act may be required to process with any works that may affect Indigenous heritage values*.' While the first sentence in the extract from the plan is reflected in the KPI wording, the comprehensiveness of the register is brought into question by the preceding sentence. The KPI by only measuring known sites does not enable a measure of the consultation effort which may be required to identify previously unknown values.				
Part E. Managing Visitor Use	Section 29 Visitor Use Planning								
An important and popular recreation area, with a diverse array of nature-based recreational opportunities A reservoir that is intrinsically	Provide visitors with a wide range of nature-based experiences whilst ensuring the impacts on key values are minimised	29.1 The range of visitor management settings	29.1 Maintain visitor management settings over the life of the plan	Every 3 years	Need to clearly define what 'maintain' means. Does it mean maintain the use of the management settings as a framework to guide	Map 5 of the plan details the visitor management settings for given locations. As the locations and area of each management setting are known, these could			

Appendix 5 - KPIs SMART analysis - Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008

Key Values	Key Objectives	Key Performance Indicators							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
linked to the lifestyle of local people and a tourist attraction to visitors Historical links to the Reservoir and Collie River for activities such as fishing, marroning, canoeing, swimming, camping, picnicking and bushwalking, with links to the Reservoir spanning generations of local residents to when the Reservoir was first constructed in the 1930s A sense of seclusion whilst in close proximity to major population centres and travel routes to the south-west of the State					visitor use/development? And/or maintain the settings allocated to the specific areas to ensure that impacts on the environment are managed within acceptable limits?	readily be remapped at the end of the planning cycle and measured as a quantitative metric to support reporting.			
	Broad analysis of this KPI				**2 – Fair** The plan on page 81 states, '*The Department proposes the use of 'visitor management settings', derived from the Recreation Opportunity Spectrum principals, to manage recreation succession in natural areas and ensure that impacts on the environment are managed within acceptable limits*'. It would be clearer if the KPI specified what the acceptable limits on recreation impacts on the environment may be. The plan on page 81 states, *'It is expected that this system* (Visitor management settings) *will prevent the 'natural' sections of the planning area being subjected to incremental development*'. Specifying an area target such as the inclusion of 'no reduction in area of the natural zoned management settings' would support quantitative reporting of this KPI and help define what the acceptable limits of recreational impacts may be.			
	Section 30 Visitor Access								
	Provide and maintain a range of access types consistent with maintaining or enhancing key values	30.1 Changes in the condition of Lennard Track and four-wheel drive tracks designated for seasonal closure	30.1 Track condition is maintained or improved from 2008 levels	Annually		Doesn't measure more generally whether management settings for access have shifted as a result of recreation /development.		These measures apply to only 4 access roads from a total of 43 access roads which are listed in the access strategy (with proposed actions for each).	
					2 – Fair Appendix 6 (Vehicle Access Strategy) of the plan indicates that a risk management approach has been followed to derive a list of access roads which should be seasonally closed, and it is these that form the basis of this KPI. However, these measures apply to only 4 access roads from a total of 43 access roads which are listed in the strategy, including proposals for each access road. The plan on page 85 states the following management action: - '*monitoring of the environmental impacts of four-wheel drive and trail motorbike use and take appropriate management action as necessary*'. Ensuring consistency with all the proposals in Appendix 6 is a logical and measurable process which could enhance this type of KPI. As stated in the plan page 85, '*Access needs to be carefully managed in consultation with visitors to make sure that it is consistent with the visitor management settings for the area and environmental and cultural values are maintained*'. Map 5 of the plan indicates that a management setting has been allocated to the various access roads and tracks within the planning area. As indicated in the comments for KPI 29.1, re-evaluating at the end of the planning period would enable a measure of any change in these settings i.e., from 'Natural-recreation' to 'recreation' or from 'recreation' to 'Highly modified'. Setting a benchmark of 2008 is useful but assumes that the track condition at 2008of the KPI relevant (seasonal closure tracks) is recorded i.e., through photographs.			
	Section 31.1 Overnight Stays								
	Provide appropriately located and designed built accommodation and a range of sustainable camping opportunities whilst minimising environmental and other impacts	31.1.1 Changes in the area of disturbance zone around campsites	31.1.1 No increase in the disturbance zone around campsites from 2008 levels	Annually					
		31.1.2 Number of trees at selected campsites that are damaged	31.1.2 Less than 10% of trees damaged around campsites						
		31.1.3 Number of trees at selected campsites with exposed roots	31.1.3 Less than 10% of trees around campsites with exposed roots						
		31.1.4 Number of wildfires in the	31.1.4 Reduction in the percentage of wildfires per visit	Every 5 years					

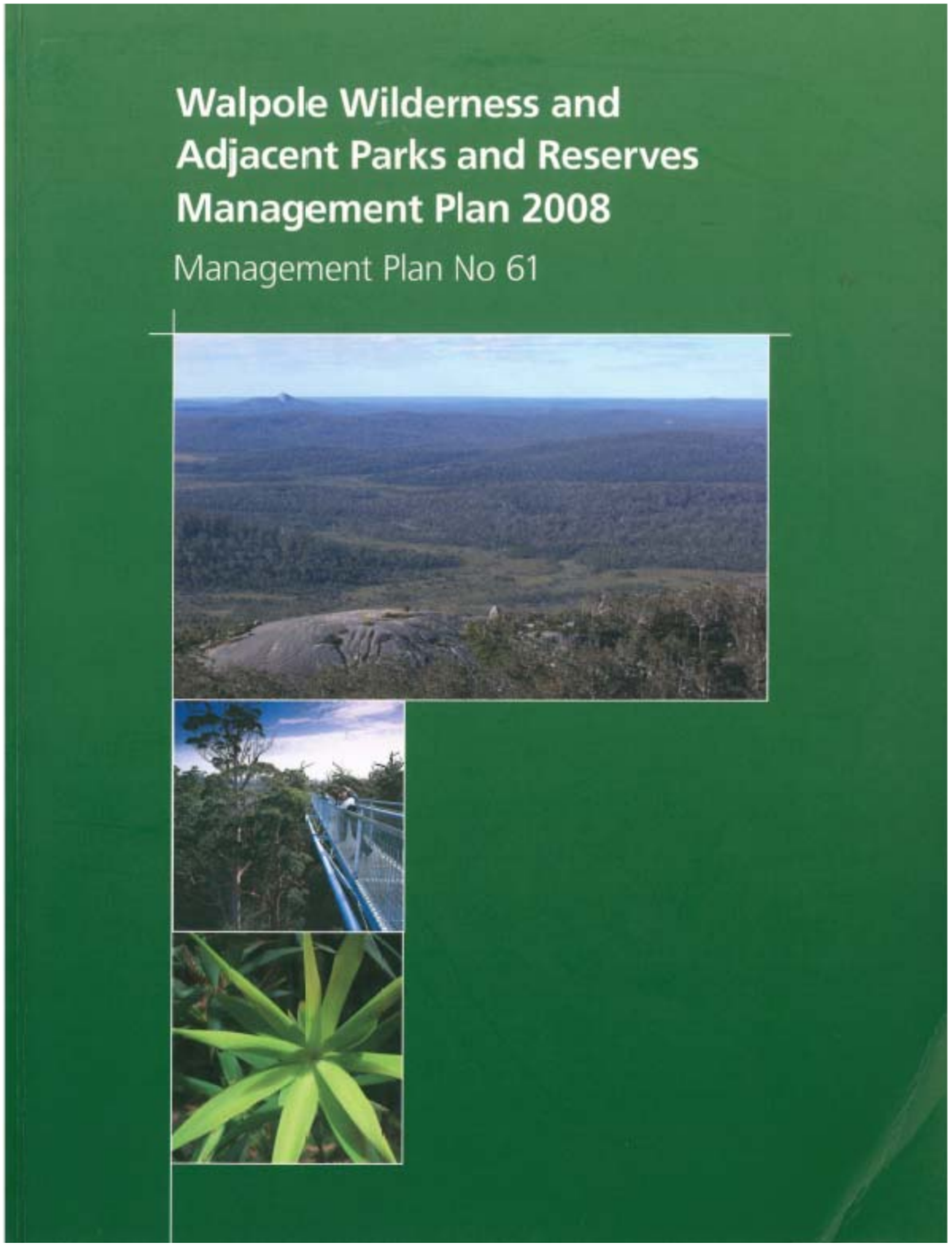
Appendix 5 - KPIs SMART analysis - Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008

Key Values	Key Objectives	Key Performance Indicators							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
		planning area attributed to escapes from campfires	that is attributed to escapes from campfires						
Broad analysis of this KPI					**0 – Good**				
Long distance walking and cycling opportunities on the Bibbulmun Track and Munda Biddi Bike Trail A varied landscape with areas of high visual quality, including well defined and steeply sloping valleys, granite outcrops, mature forest, rivers and a reservoir Commercial nature-based tourism opportunities	Section 31.2 Day-use								
	Provide opportunities for day-use in appropriate environmental and visitor management settings, which encourage visitor enjoyment and understanding of key values	31.2.1 Satisfaction of the local Aboriginal people	31.2.1 The design of day-use facilities along Lennard Track satisfies the local Aboriginal people	On completion of designs for day-use facilities	Difficult to objectively measure the level of 'satisfaction'.	Doesn't detail appropriate environmental and visitor management settings for other day-use facilities, as per the objective. See Broad analysis		This KPI seems out of place in this section, when compared to the key objective listed, and the value/asset (day-use facilities) being provided.	
	Broad analysis of this KPI				**5 – Poor** The objective is 'Provide opportunities for day-use in appropriate environmental and visitor management settings'. If the Lennard Track development is to be the only day-use facility subject to this KPI, then it seems logical that the KPI should also account for the apparent additional sensitivities (listed plan page 84) in the design of day-use facilities adjacent to Lennard Track. Following the engagement process outlined in the plan page 74 should ensure locations listed in the WA Register of Aboriginal Sites, such as the Collie River are protected. Not clear why engagement with Aboriginal people has been used specifically here in the absence of the other site sensitivities.				
	Section 31.5 Bushwalking								
	To provide a range of bushwalking opportunities that meet visitor needs and do not adversely impact on key values	31.5.1 The satisfaction that visitors express with their visit in relation to the use of dual use trails	31.5.1 Bushwalkers continue to be satisfied with tracks designated for dual use	Every 5 years					
	Section 31.6 Cycling								
	Provide opportunities for cycling that do not adversely impact on key values	31.6.1 Changes in bicycle track condition	31.6.1 Track condition is maintained or improved from 2008 levels	Every 5 years					
	Section 34 Visitor Safety								
	Maintain visitor experiences by minimising risks to public safety wherever possible	34.1 Percentage of accidents/incidents and visitor injuries per visit reported annually to the Department	34.1 Maintenance or reduction in the percentage of accidents/incidents and visitor injuries per visit reported annually to the Department from 2008 levels	Every 5 years					
	Section 35 Domestic Animals								
	Protect native fauna and visitors from the impacts of domestic animals	35.1 Number of dogs recorded that are not guide dogs for visually impaired people or dogs required for management/security purposes	35.1 No dogs recorded that are not guide dogs for visually impaired people or dogs required for management/security purposes	Every 5 years					

Appendix 5 - KPIs SMART analysis - Wellington National Park, Westralia Conservation Park and Wellington Discovery Forest Management Plan 2008

Key Values	Key Objectives	Key Performance Indicators							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
							0 – Good		
Part F. Managing Resource Use	Section 43 Forest Produce								
The largest reservoir in the south-west of the State, with a high social value and an economic value for water use Considerable mineral potential within the Westralia Conservation Park and the proposed Westralia Forest Conservation Area	Prohibit the removal of forest produce except where it is in accordance with the CALM Act and this management plan	43.1 Incidence of unauthorised firewood collection	43.1 A declining trend in the reported incidence of unauthorised firewood collection	Every 5 years					
							0 – Good		
Part H. Involving the Community	Section 45 Information, Education and Interpretation								
Opportunities for community involvement in activities and experiences in nature conservation and visitor services Opportunities for involvement of individuals in various committees associated with the management of parks and reserves A research and educational opportunity within the Wellington Discovery Forest, which enables visitors to learn about the natural environment and management of the jarrah forest A diverse array of natural environments, providing research opportunities into the natural, recreation and cultural values of the planning area	Promote community understanding and awareness of the key values of the planning area and engender support for its effective management	45.1 Level of visitor satisfaction with education and interpretation opportunities offered in the planning area	45.1 Level of visitor satisfaction with education and interpretation opportunities remains stable or increases over the life of the plan	Every 3 years					
	Section 46 Community Involvement and Liaison								
	Facilitate effective community involvement and support in planning and management	46.1 Changes in the number of registered volunteers and the level of volunteer hours contributed within the planning area	46.1 An increase in the number of registered volunteers and the level of volunteer hours contributed within the planning area	Every 5 years					
	Section 47 Wellington Discovery Forest								
	Promote community awareness, appreciation and understanding of the natural values and management of the jarrah forest while being consistent with the purpose of the Wellington Discovery Forest reserve and the provisions of the CALM Act	47.1 Changes in the number of participants in education programs offered within the Wellington Discovery Forest	47.1 An increase at least 10% in participation, including recurrent participation, in education programs offered within the Wellington Discovery Forest from 2008 levels	Annually					
		47.2 Changes in visitation to the Research and Management zones of the Wellington Discovery Forest	47.2 An increasing trend in visitation to the Research and Management zones of the Wellington Discovery Forest from 2008 levels	Every 5 years					
							0 – Good		

* Note: where there is a target shortfall for any of the key performance indicators, the Department will investigate the cause and report to the Conservation Commission for action



QUALITATIVE SCORING SYSTEM FOR KPI EVALUATION AGAINST SMART CRITERIA

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Colour Code	Impact	Criteria Scoring
	Significant weakness, potential to be significant constraint on effectiveness of KPI	**2**
	Less significant weakness, potential constraint on the effectiveness of KPI but less significant	**1**
	Minor or no impact / constraint on effectiveness of KPI	**0**
		Sum criteria scores = Total KPI score

Broad analysis of each KPI	Qualitative	Total KPI score
	Poor outcome	>4 (Greater than 4)
	Fair outcome	2<>4 (Between 2 and 4)
	Good outcome	<2 (Less than 2)

Appendix 5 - Key Performance Indicators SMART analysis – Walpole Wilderness and Adjacent Parks and Reserves Management Plan 2008

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	**Does the KPI allow you to show progress towards achieving the desired result?**	**Can the KPI be implemented or carried out?**	**Does the KPI contribute to measuring the overall success of the objective for this key value?**	**Is there an exact end-point to work towards?**
PART B: MANAGEMENT DIRECTIONS AND PURPOSE									
Section 8. Management Arrangements with Aboriginal People									
Potential for 'joint-management' between the Department and Aboriginal people	Provide a mechanism for management to be conducted cooperatively by the Department and Aboriginal people	8.1 The establishment of a Park Council or similar joint management arrangement	8.1 The successful establishment of a Park Council or similar joint management arrangement within 5 years of commencement of the plan	After 5 years	Could be more specific in wording 'or similar joint management' in performance measure. Need to clarify what 'co-opperatively' means from the objective	The measure and target of this KPI are effectively the same. See Broad analysis.		Establishing a park council will not in itself infer that 'co-operative' joint management is occurring effectively.	
Broad analysis of this KPI		3 – Fair A more meaningful target could be the 'esablishment of a 'successful' park council' where 'success' is defined. As indicated, establishing a park council will not in itself infer that 'co-operative' joint management is occurring effectively.							
Section 11. Proposed Tenure, Purpose, Vesting and Boundary Changes									
The conservation of biodiversity and ecological integrity in all native forest ecosystems through the establishment and management of a system of reserves that is comprehensive, adequate and representative	Incorporate appropriate lands and waters into the conservation estate to assist in the protection of the values of the planning area, to provide maximum security of tenure, and to contribute towards the establishment of a comprehensive, adequate and representative reserve system	11.1 Tenure actions for which the Department and Conservation Commission are responsible	11.1 Complete all tenure actions for which the Department and Conservation Commission are responsible within the life of the plan	After 5 years					
Broad analysis of this KPI									
PART C: MANAGING WILDERNESS VALUES									
Section 12. Identification and Dedication of Wilderness Areas									
Qualities of remoteness and naturalness not readily available in the south-west	Provide statutory protection to wilderness areas	12.1 Gazettal of 2 wilderness areas under section 62 of the CALM Act	12.1 Gazettal of 2 wilderness areas within 2 years	After 2 years					
Section 13. Management of Wilderness Areas									

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
Qualities of remoteness and naturalness not readily available in the south-west	Maintain or enhance wilderness qualities in the planning area	13.1 The extent and level of wilderness quality within wilderness areas	13.1 The extent and level of wilderness quality in wilderness areas does not diminish from 2008 levels	After 5 years					
		0 - Good							
PART D: MANAGING THE NATURAL ENVIRONMENT									
Section 16. Geology, Landforms and Soils									
A complex mosaic of geology, landforms and soils that provide the physical, chemical and biological foundation necessary to support plant life and sustain ecological processes. Geoheritage sites important for research and for understanding the formation of landscape and environment	Maintain the geodiversity and geoprocesses of the planning area and protect sites of known geoheritage	16.1 Area of erosion within the planning area	16.1a No new areas of erosion as a result of human activities 16.1b Identification of existing erosion within 3 years 16.1c Repair of 90% of existing erosion within the life of the plan	After 5 years				The key value listed (and related objective) – 'Geoheritage sites' is not specifically incorporated into this KPI.	
Broad analysis of this KPI		1 - Good							
Section 17. Hydrology and Catchment Protection									
Extensive, varied, unique and nationally significant wetland systems that provide habitat for a range of endemic flora and fauna. Protection of a major river (Deep River) in a relatively natural state	Protect and conserve the quality and quantity of water resources within the planning area, particularly the wetland systems, rivers and the coastline	17.1 Condition of the Mt Soho Swamps and Owingup Swamp system wetlands of national significance	17.1 No further decline in, and where degraded restoration of, the condition of the Mt Soho Swamps and Owingup Swamp system wetlands of national significance	After 5 years	Doesn't define 'condition' against a baseline (presumably start of plan?)			KPI measure does not include the key value (Deep River)	
Broad analysis of this KPI		2 - Fair							
Section 19. Native Plants and Vegetation									
A rich mosaic of vegetation representing wetland, woodland and forest ecosystems protecting rare and priority flora populations	Identify, protect and conserve the diversity and distribution of specially-protected and other native plants and plant communities within the planning area	19.1 Population size[1] and/or number of populations of critically endangered flora species located within the planning area	19.1 Increase in population size[1] and/or number of populations of critically endangered flora species located within the planning area	After 5 years, or as per recovery plans if applicable	Does not incorporate a baseline.			Doesn't measure protection of 'other native plants in the planning area' as stated from objective	

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
		19.2 Populations of endangered or vulnerable flora species within the planning area	19.2 No loss of a single population of endangered or vulnerable flora species within the planning area	After 5 years, or as per recovery plans if applicable		Not included is monitoring the number of species listed as critically endangered or vulnerable in the planning area.			
Broad analysis of this KPI		3 – Fair							
Section 20. Native Animals									
Extensive areas of intact fauna habitat and populations of rare and priority fauna species	Identify, protect and conserve specially-protected and other native fauna and their habitats within the planning area	20.1 The conservation status of threatened fauna species located within the planning area	20.1a No decline in the conservation status of threatened fauna species in the planning area 20.1b Translocated fauna species are successfully established as viable breeding populations	After 5 years, or as per recovery plans if applicable				Doesn't measure the condition of specially - protected fauna habitat	
		20.2 Range and number of populations of locally endemic fauna species: Walpole burrowing crayfish, tingle trapdoor spider, Nornalup frog and sunset frog	20.2 The range and number of populations of locally endemic fauna species: Walpole burrowing crayfish, tingle trapdoor spider, Nornalup frog and sunset frog will be maintained or increased	After 5 years, or as per recovery plans if applicable					
Broad analysis of this KPI		1 – Good							
Section 21. Ecological Communities									
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting	Identify, protect and conserve threatened and other ecological communities of conservation	21.1 The flora species that comprise the Mt Lindesay - Little Lindesay Granite threatened ecological community	21.1 No loss of flora species that comprise the Mt Lindesay - Little Lindesay Granite threatened ecological community	After 5 years, or as per recovery plan if applicable					

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
restricted vegetation communities and rare and priority flora populations. Extensive areas of intact fauna habitat and populations of rare and priority fauna species. Extensive, varied, unique and nationally significant wetland systems that provide habitat for a range of endemic flora and fauna	significance within the planning area	21.2 The location and species composition of the poorly known 'relictual peat' threatened ecological communities within the planning area	21.2 The location and flora and invertebrate species composition of the 'relictual peat' threatened ecological communities will be identified	After 5 years, or as per recovery plans if applicable		The target provides for the 'identify' but does not indicate whether the area has been 'protected' or'conserved'		Seems to partially provide for a baseline (i.e. 'identify' but doesn't measure overall success against objective. See broad analysis comment	
Broad analysis of this KPI		4 – Fair The objective refers to 'threatened and other ecological communities of conservation significance' but the peat and granite communities alone are identified as requiring KPIs. Logic would suggest that a risk assessment approach at the drafting stage of the plan has identified the two endangered communities to have KPIs but it could also be expected that the conservation status of the Appendix 5 comunnities will fluctuate over time. Concerns with limiting the KPIs in this section to two ecological communites which at the time of drafting were endangered, has not enabled adequate reporting of the range of conservation significant ecological communities present. Appendix 5 lists numerous other 'TECs' and 'Significant vegetation associations'. These two KPIs can only really inform about the relictual peat and Mt Lindsay granite TECs and there is no KPI reporting of the other conservation significant communities listed either in Appendix 5 or that may have added or had their conservation status amended since the plan was printed. Not clear how centres for endemic, disjunct and relictual species are to be monitored as these areas are also not incorporated into KPI.							
Section 22. Environmental Weeds									
A rich mosaic of vegetation representing wetland, woodland and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations	Minimise the impact of environmental weeds on values of the planning area	22.1 The extent of weed species at priority sites, including former research trials of introduced tree species, and with a 'High' rating in the *Environmental Weed Strategy*, or deemed as a local priority.	22.1 Decrease in the extent of weed species at priority sites, including former research trials of introduced tree species, and with a 'High' rating in the *Environmental Weed Strategy*, or deemed as a local priority.	After 5 years		Difficult to measure success without an indication of weed status (logically established through weed control plan - not referenced)		See broad analysis comment	
Broad analysis of this KPI		2 – Fair As stated in the plan there is a need for 'developing a weed control plan' that addresses: □ prioritizing weeds by species and location; □ impacts on key values including threatened species; □ controlling weeds by appropriate mechanical, chemical or biological methods; and □ eradicating new and emerging weeds before they become established To determine whether management has 'minimsed the impact of environmental weeds' developing and successfully implementing the weed control plan is a logical start point. More specific reference to the relevant elements of the weed control plan would have benefited this KPI.							
Section 23. Introduced and Other Problem Animals									

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations	Minimise and, where possible, negate the impacts of introduced and problem animals on values of the planning area	23.1 Populations of feral pigs in the planning area	23.1 No increase in the number of populations of feral pigs in the planning area	After 5 years		Only seeks to measure pigs and not other high priority introduced/problem animals identified in plan	DPaW have indicated it is difficult to estimate the number of pigs in planning area	Doesn't directly measure whether the impact on key values (habitat) are being minimised	
Extensive areas of intact fauna habitat and populations of rare and priority fauna species. Extensive, varied, unique and nationally significant wetland systems that provide habitat for a range of endemic flora and fauna									
Broad analysis of this KPI		5 - Poor The inference is that pigs are the main problem species but other high priority species are referenced in the management plan. Priorities that may or may not include pigs might fluctuate over the life of the management plan, but the KPI does not formally provide for reporting of management outcomes relating to other pest species. As stated in the plan there is a need for 'developing an introduced and other problem animal control plan' that addresses: □ prioritizing animals by species and location; □ impacts on key values including threatened species; □ controlling animals by appropriate methods including trapping, shooting and baiting; and □ eradicating new introduced and other problem animals before they become established. To determine whether management has 'minimised or negated the impact of introduced and problem animals on values' developing and successfully implementing the control plan is pertinent. The control plan or most strategic elements of control plan are not referred to in this KPI. For consistency, need to confirm or define what 'negate' means in relation to the relevant objective for this KPI, presumably referring to a 'decrease' in pest population.							
Section 24. Diseases									
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations. Extensive areas of intact fauna habitat	Determine the extent and influence of *P. cinnamomi* within the planning area, and to ameliorate the impact and minimise the further spread, of *P. cinnamomi*, and other diseases, within the planning area	24.1 The identification and establishment of protectable areas that are a priority for protection	24.1 Protectable areas that are a priority for protection have been identified and established	After 5 years				Identifiying the protectable areas does not inform on whether these areas are conserved over planning period	
		24.2 Development of further dieback KPIs	24.2 Further dieback KPIs have been developed	After 2 years	No KPI	No KPI			

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
		24.3 Knowledge of plant species and ecological communities at risk from *P. cinnamomi* in the planning area	24.3 Identification of plant species and ecological communities threatened by *P. cinnamomi* and at high risk from short term vectoring	After 5 years, or as per recovery plans if applicable				Identifiying the plant species/ecological communities at threat does not inform on whether these areas are still intact	
Broad analysis of this KPI		4 - Fair The management plan states that a 'Phytophthora Dieback Management Plan will be developed for the planning area. To determine whether management has been able to 'ameliorate the impact and minimise the further spread, of P. cinnamomi' the relevant elements of the Phytophthora Dieback Management Plan could augment this KPI. Areas in the greater Forest Management Plan area require that planned operations have an approved hygiene management plan with KPI targets on the areas infested as a result of management activities. While there is allowance in 24.2 for development of further KPIs (providing the opportunity to aument this KPI) this has not occurred.							
Section 25. Fire									
A rich mosaic of vegetation representing wetland, woodland, and forest ecosystems protecting restricted vegetation communities and rare and priority flora populations. Extensive areas of intact fauna habitat and populations of rare and priority fauna species	Protect and promote the biodiversity of ecosystems and to protect life and community assets	25.1 The extent of fire diversity measured by the diversity and scale of post-fire fuel ages within a Landscape Conservation Unit	25.1 The distribution of post-fire fuel ages (time since fire) for each Landscape Conservation Unit approximates the fuel age distribution in Figure 9	Annually		Approximating the fuel age distribution elsewhere has been subjective			
		25.2 The impact on human life or significant community assets	25.2 No loss of human life or significant community assets, or serious injury attributable to the Department's fire management						
		25.3 The extent to which fire management guidelines for significant habitats requiring specific fire regimes are addressed in burn objectives	25.3 Burn objectives are met for significant habitats requiring specific fire regimes						
		25.4 The extent to which fire management guidelines have been prepared for significant habitats requiring specific fire regimes	25.4 Development of published fire management guidelines for significant habitats requiring specific fire regimes	After 2 years					
Broad analysis of this KPI		1 - Good							
PART E: MANAGING OUR CULTURAL HERITAGE									
Section 26. Indigenous Heritage									

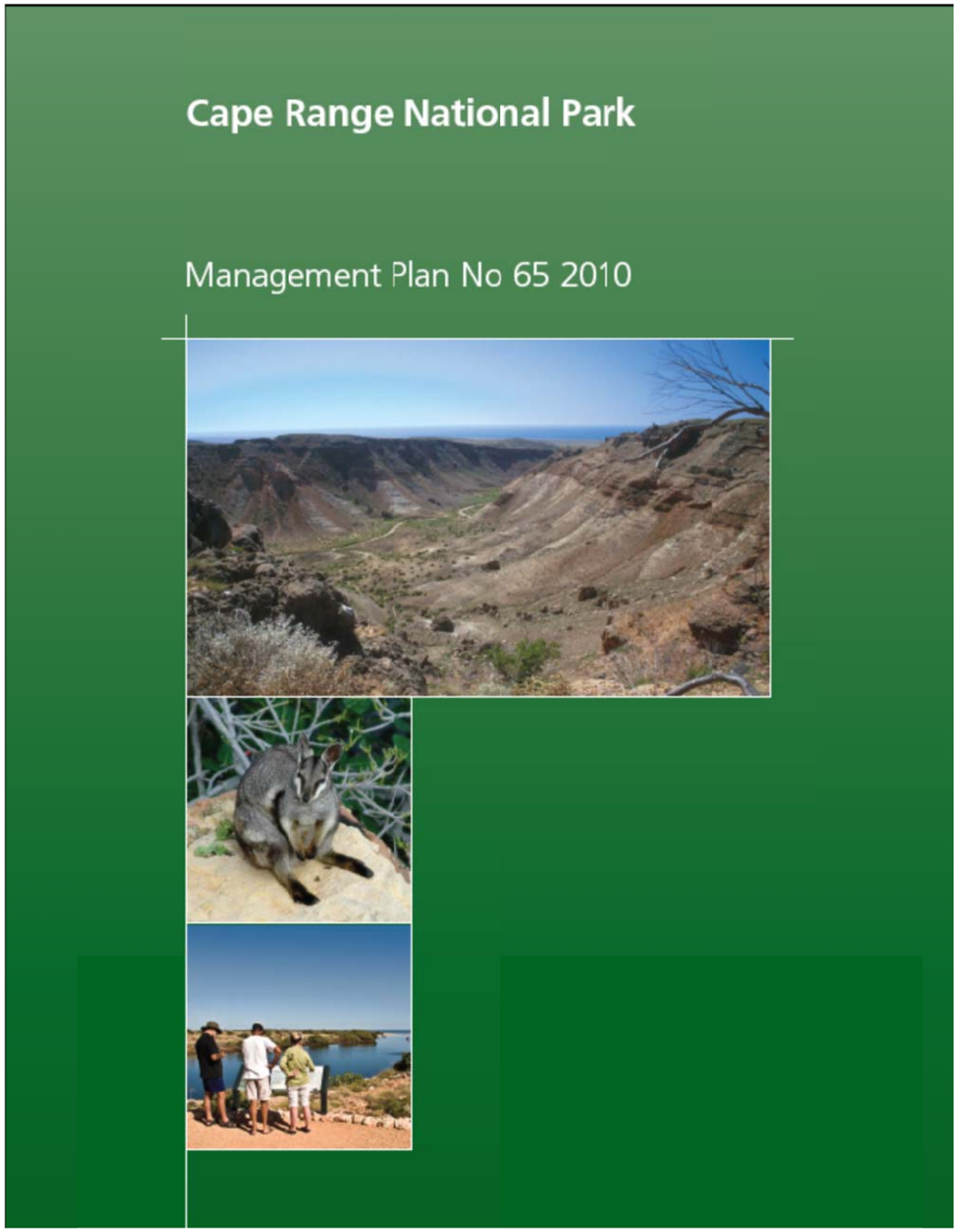
		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
Aboriginal sites and landscapes of mythological, ceremonial, cultural and spiritual significance	Identify, protect and conserve the Aboriginal cultural heritage and cultural resources of the planning area	26.1 Protection of known or identifiable heritage sites and values	26.1 No disturbance without formal approval	After 5 years	Not clear what 'identifiable' means or infers.			Doesn't provide for reporting of whether cultural heritage sites have been conserved	
Broad analysis of this KPI		3 - Fair Doesn't provide for reporting of whether cultural heritage sites have been conserved. For example, all known heritage sites in the planning area could be disturbed (with approval), but the target will still have been met. The KPI should indicate whether sites have been protected or otherwise. At the end-of-plan performance assessment, assessor will need to establish management effectiveness over the planning period through evidence-based investigation. To do this, information will be required which details the known heritage sites at the plan commencement date and whether these sites have been protected and conserved. In lieu of KPI reporting which indicates if sites have been disturbed, the assessor may seek to establish whether an approval system is in place for disturbance activities and sight some documented examples of the implementation of this process at work.							
Section 27. Non -indigenous Heritage									
A rich non-indigenous cultural heritage associated with exploration, early settlement, and the agricultural/forestry industries	Identify, protect and conserve the non-indigenous cultural heritage of the planning area	27.1 Protection of known or identifiable heritage sites and values.	27.1 No disturbance without formal approval.	After 5 years	Not clear what 'identifiable' means or infers.			Doesn't provide for reporting of whether cultural heritage sites have been conserved	
Broad analysis of this KPI		3 - Fair See KPI 26.1							
PART F: MANAGING VISITOR USE									
Section 28. Visitor Opportunities									
A terrestrial environment that provides opportunities for a wide range of nature-based recreation activities including recreational driving, bushwalking, picnicking, camping, fishing and wildlife	Provide visitors with a range of sustainable nature-based experiences to facilitate their enjoyment and understanding of the natural and cultural values of the area	28.1 Visitor satisfaction levels of nature-based experiences within the planning area	28.1 Visitor satisfaction levels of nature-based experiences within the planning area are maintained or increased from 2008 levels	After 5 years					
		28.2 The range and number of visitor opportunities	28.2 The range and number of visitor opportunities is consistent with visitor management settings	After 5 years					

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
interaction Coastal and hinterland recreational opportunities for many local communities within the Manjimup, Denmark, Plantagenet and Albany local government areas		28.3 Social, economic and environmental visitor impact indicators	28.3 Social, economic and environmental visitor impact indicators will be developed during the life of the plan	After 5 years	No KPI	No KPI		No KPI	
Broad analysis of this KPI		5 - Poor No indicators regarding the visitor impacts (sustainability)							
Section 34. Visitor Safety									
A terrestrial environment that provides opportunities for a wide range of nature-based recreation activities with minimal risk to visitors	Minimise risks to public safety associated with visiting areas managed by the Department while maintaining a range of visitor experiences wherever possible	34.1 The number and severity of incidents occurring within the planning area and reported to the Department	34.1 The number and severity of incidents occurring within the planning area and reported to the Department remains stable or decreases from 2008 levels	After 5 years					
Broad analysis of this KPI		0 - Good							
PART G: MANAGING RESOURCE USE									
Section 41. Rehabilitation									
A complex mosaic of geology, landforms and soils that provide the physical, chemical and biological foundation necessary to support plant life and sustain ecological processes. A rich mosaic of vegetation representing wetland, woodland and forest ecosystems protecting rare and priority flora populations	Restore degraded areas to a stable condition resembling as close as possible the natural ecosystem function	41.1 Disturbances related to fireline construction during wildfire suppression	41.1 Commencement of rehabilitation of all disturbances related to fireline construction during wildfire suppression prior to the break of the season, and restoration within 2 years	After 5 years					
		41.2 Disturbances related to recreation development	41.2 Commencement of rehabilitation and restoration of all disturbances related to recreation development within 12 months of project completion	After 5 years					
		41.3 Exhausted gravel pits	41.3 Commencement of rehabilitation and restoration of all exhausted gravel pits within 6 years	After 5 years					
		41.4 Disturbances related to mining	41.4 Commencement of rehabilitation and restoration of all disturbances related to mining according to permit conditions	After 5 years					
Broad analysis of this KPI		0 - Good							
Section 43. Flora Harvesting									
Limited resource supply opportunities for firewood, craftwood, apiary and flora harvesting activities	Facilitate wildflower picking in parts of the planning area, while minimising the impacts on natural values	43.1 Vegetation community health as a direct result of flora harvesting activities	43.1 No decline in vegetation community health as a direct result of flora harvesting activities	After 5 years					
Broad analysis of this KPI		0 - Good							
PART H: INVOLVING THE COMMUNITY									
Section 46. Information, Interpretation and Education									

		KEY PERFORMANCE INDICATORS*			SMART CRITERIA				
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	Does the KPI allow you to show progress towards achieving the desired result?	Can the KPI be implemented or carried out?	Does the KPI contribute to measuring the overall success of the objective for this key value?	Is there an exact end-point to work towards?
Regionally significant quality interpretive and experiential recreation opportunities such as the Tree Top Walk and the Walpole Wilderness Discovery Centre	Promote community awareness, understanding and appreciation of the natural and cultural values of the planning area and engender support for effective management of the planning area	46.1 Participation in education programs offered within the District and the Walpole Wilderness Discovery Centre	46.1 Maintenance or increase in participation in education programs offered within the District and Walpole Wilderness Discovery Centre from 2008 levels	After 5 years					
Broad analysis of this KPI		0 - Good							
Section 47. Community Involvement and Liaison									
An extensive range of opportunities for community involvement in the implementation of the management plan	Facilitate effective community involvement in management of the planning area	47.1 The number of registered volunteers and the level of volunteer hours	47.1 An increase in the number of registered volunteers and the level of volunteer hours	After 5 years					
Broad analysis of this KPI		0 - Good							

1 = Population size is defined as the number of mature/reproducing plants.

* The response to target shortfall for any of the key performance indicators is for the Department to investigate the cause and report to the Conservation Commission for action



QUALITATIVE SCORING SYSTEM FOR KPI EVALUATION AGAINST SMART CRITERIA

In this table a rating given of the KPIs against established criteria (e.g. SMART criteria) and a broad analysis of how well the KPIs relate to the management plan objectives was provided. Where SMART stands for:- (S)Specific, (M)Measurable, (A)Achievable, (R)Relevant, (T)Time-bound.

Colour Code	Impact	Criteria Scoring
	Significant weakness, potential to be significant constraint on effectiveness of KPI	**2**
	Less significant weakness, potential constraint on the effectiveness of KPI but less significant	**1**
	Minor or no impact / constraint on effectiveness of KPI	**0**
		Sum criteria scores = Total KPI score

Broad analysis of each KPI	Qualitative	Total KPI score
	Poor outcome	>4 (Greater than 4)
	Fair outcome	2<>4 (Between 2 and 4)
	Good outcome	<2 (Less than 2)

Appendix 5 - Key Performance Indicators SMART analysis - Cape Range National Park Management Plan 2010

Key Values	Key Objectives	Key Performance Indicators			Specific	Measurable	Achievable	Relevant	Time-bound
		Performance Measure	Target	Reporting Requirements	**Does the KPI clearly tell you what you want to achieve?**	**Does the KPI allow you to show progress towards achieving the desired result?**	**Can the KPI be implemented or carried out?**	**Does the KPI contribute to measuring the overall success of the objective for this key value?**	**Is there an exact end-point to work towards?**
Part C. Managing the Natural Environment									
14. Geology and Geomorphology									
Evidence in various geological, geomorphological and biological features which combine to give unique insights into geoevolutionary history and regional changes in climate, flora and fauna, and the lifestyles of Indigenous peoples.	To maintain the geological and geomorphological diversity and processes of the park and protect sites of known geoheritage.	14.1. Conservation and scientific value of the park's geoheritage.	14.1. No significant reduction of value over the life of the plan subject to natural processes.	Every 5 years.	Need to establish what 'significant' and 'reduction of value' mean			Other geological values not included (only the geoheritage sites) see Broad analysis below	
Broad analysis of this KPI		2- Good The plan's geomorphology section includes – Karst system, Dissected Range, Coastal terraces, Coastal Dunes and Beach Ridges, Desert Dunes, Alluvial Fans and Palaeontological values. Some of these values would be incorporated into the geoheritage sites but the KPI does not seek to measure and therefore inform on all the listed values. For instance, it would be useful for reporting to be able to confirm that coastal dunes and beach ridges are not degraded by coastal recreation over the life of the plan, but the KPI is limited to geoheritage sites.							
15. Water Catchment Protection									
An extensive karst hydrological system that supports an extremely diverse subterranean fauna of high biodiversity conservation significance including locally disjunct, endemic and relictual species.	To maintain the hydrological regimes (quality and quantity) of the park, with a particular focus on the ecological water requirements of groundwater dependent species and communities.	15.1. Alterations in karst hydrology (including groundwater quality, quantity, anchialine stratigraphy and hydrological regimes).	15.1. No significant adverse change (e.g. beyond natural seasonal or other cyclic variation) over the life of the plan at selected sites.	Every 5 years.	Need to establish what 'no significant adverse decline' means in relation to a baseline (see Broad analysis comments below)	.		In terms of the listed objective it would be useful to determine progress made on the ecological water requirements of groundwater dependent species and communities	
Broad analysis of this KPI		2- Good Page 23 of the plan states the following:- '*This plan endorses the premise of the groundwater allocation plan, that there will be no degradation to water levels and quality, which should be maintained to protect subterranean fauna, and it is considered that doing so should simultaneously provide for groundwater dependent flora species and communities*.' As such the KPI aims to measure and report on alterations to karst hydrology (including groundwater quality and quantity) with no specific reference to establishing the ecological water requirements of the groundwater dependent species. The groundwater allocation Plan (Groundwater Allocation Plan – Exmouth Groundwater Subarea, Water and Rivers Commission 1999 page 34) states that:- '*Currently insufficient data exists to estimate the Ecological Water Requirements and Environmental Water Provisions for the subterranean fauna of the Cape Range Group aquifer. Additional monitoring work is required, this will include establishment of baseline data to help in the identification of acceptable environmental change. Also increased monitoring and investigation into the effects of local drawdown(s) and the related water quality changes upon subterranean fauna and their habitat is required*.' The DPaW response to this KPI indicates that '*no significant changes have been detected*', but it is not clear what progress has been made relating to the monitoring limitations outlined in the groundwater allocation plan and in particular, establishing a baseline. See further comment in the main report.							
16. Native Plants and Plan Communities									
A particularly rich flora for an arid limestone environment. The presence of tropical, temperate and arid flora and many taxa at the limit of their range.	To conserve the diversity of native plant, plant communities, and to maintain viable populations of threatened or otherwise significant flora.	16.1. Diversity and condition of native plant communities.	16.1. No significant decrease in known level of diversity and condition over the life of the plan.	Every 3 years.	Need to define significant				

Appendix 5 - Key Performance Indicators SMART analysis - Cape Range National Park Management Plan 2010

Key Values	Key Objectives	Key Performance Indicators							
		Performance Measure	Target	Reporting Requirements	Specific	Measurable	Achievable	Relevant	Time-bound
					Does the KPI clearly tell you what you want to achieve?	**Does the KPI allow you to show progress towards achieving the desired result?**	**Can the KPI be implemented or carried out?**	**Does the KPI contribute to measuring the overall success of the objective for this key value?**	**Is there an exact end-point to work towards?**
		16.2. Cover and condition of threatened, priority or otherwise significant flora species or communities (e.g. disjunct, range end, locally restricted).	16.2. No decrease in cover and condition over the life of the plan.	Every 5 years or as per recovery plans if applicable.	Need to define cover and condition				
Broad analysis of this KPI		2- Good The action on page 26 of the plan states; *Developing a comprehensive spatial inventory of plant species and communities (particularly for priority species or other species of special conservation significance)*. This action seems to align with the KPI, as provided this action occurs; there would be a baseline for plant diversity. The departmental response to this KPI indicates that this action has occurred in reference to vegetation surveys and monitoring plots established in 2010. This type of record/data would be sighted as part of the assessment at the end of the management plan cycle. Defining terminology such as 'condition' and 'cover' would assist in quantifying any observed changes that may have occurred from the 2010 baseline. These terms are not defined in the glossary of the plan. See also general comments in the main report on defining terminology and the need for a KPI protocol.							

Key Values	Key Objectives	Key Performance Indicators			Specific	Measurable	Achievable	Relevant	Time-bound
		Performance Measure	Target	Reporting Requirements	**Does the KPI clearly tell you what you want to achieve?**	**Does the KPI allow you to show progress towards achieving the desired result?**	**Can the KPI be implemented or carried out?**	**Does the KPI contribute to measuring the overall success of the objective for this key value?**	**Is there an exact end-point to work towards?**
17. Native Animals and Habitats									
The presence of subterranean fauna that due to factors such as its rich diversity, ancient affinities, isolation over millions of years, and differing origins is of high biodiversity conservation significance and scientific importance. A rich and diverse vertebrate and invertebrate fauna attributable to the range of habitats available on the peninsula (from mangrove and intertidal marine to sandy ridges, subterranean wetlands, alluvial plains, rocky ranges and caves). The occurrence of fauna species that are threatened, endemic, locally restricted and/or at the limits of their geographic range. Turtle rookeries.	To conserve the diversity of native fauna and habitat types and to maintain viable populations of threatened or otherwise significant fauna.	17.1. Diversity of native fauna species and habitat.	17.1. No loss of known species or habitat diversity over the life of the plan.	Every 5 years.					
		17.2. Population numbers and range of specially protected fauna species, threatened ecological communities or otherwise significant fauna.	17.2. Remain stable or increase over the life of the plan subject to natural variations.	Every 5 years or as per recovery plans if applicable.		Recovery plan for wallaby refers to 2011 benchmark but no recovery plan to specify same detail for subterranean fauna in park a (see Broad analysis – progress made on the ecological water requirements of groundwater dependent species and communities?)		Limited survey details available – see broad analysis comments for significant fauna within the park	
		17.3. Visitor related impacts on turtles, nesting birds sensitive to	17.3. No significant impacts over the life of the plan.	Every 3 years or as per recovery plans if applicable.					

Appendix 5 - Key Performance Indicators SMART analysis - Cape Range National Park Management Plan 2010

Key Values	Key Objectives	Key Performance Indicators			Specific	Measurable	Achievable	Relevant	Time-bound
		Performance Measure	**Target**	**Reporting Requirements**					
					Does the KPI clearly tell you what you want to achieve?	**Does the KPI allow you to show progress towards achieving the desired result?**	**Can the KPI be implemented or carried out?**	**Does the KPI contribute to measuring the overall success of the objective for this key value?**	**Is there an exact end-point to work towards?**
Demonstration of the process of speciation of disjunct populations.		disturbance, and rock wallabies.							
		17.4. Changes in the known level of predation on nesting turtles within the park.	17.4. Decrease over the life of the plan.	Every 3 years or as per recovery plans if applicable.					
Broad analysis of this KPI		2- Fair Where no recovery plan exists, there is potential for a gap in specifying a benchmark for significant fauna. On page 34 of the management plan, '*Fauna survey of the park has been limited and patchy*'. For the black-flanked wallaby, there is now a recovery plan which specifies that 2011 data be used as a baseline. For other significant fauna- '*The Cape Range peninsula supports an extremely diverse subterranean fauna of high biodiversity and scientific significance including endemic, relictual and locally disjunct species. – much of the known subterranean fauna of the peninsula is outside the existing boundary of the Cape Range National Park*' (plan page 34). The interim recovery plans for the critically endangered TECs (subterranean communities) are for areas outside the park. Page 23 of the plan states the following:- '*This plan endorses the premise of the groundwater allocation plan, that there will be no degradation to water levels and quality, which should be maintained to protect subterranean fauna, and it is considered that doing so should simultaneously provide for groundwater dependent flora species and communities.*' As such the KPI aims to measure and report on alterations to karst hydrology (including groundwater quality and quantity) with no specific reference to establishing the ecological water requirements of the groundwater dependent species. The groundwater allocation Plan (Groundwater Allocation Plan – Exmouth Groundwater Subarea, Water and Rivers Commission 1999 page 34) states that:- '*Currently insufficient data exists to estimate the Ecological Water Requirements and Environmental Water Provisions for the subterranean fauna of the Cape Range Group aquifer. Additional monitoring work is required, this will include establishment of baseline data to help in the identification of acceptable environmental change. Also increased monitoring and investigation into the effects of local drawdown(s) and the related water quality changes upon subterranean fauna and their habitat is required.*' The DPaW response to this KPI indicates that '*no significant changes have been detected*', but it is not clear what progress has been made relating to the monitoring limitations outlined in the groundwater allocation plan and in particular, establishing a baseline. See further comment in the main report.						
19. Environmental Weeds									
	To reduce the impact of weeds (and high priority weeds in particular) on the key values of the park.	19.1. The cover of environmental weed species rated as high priority.	19.1. Decrease over the life of the plan.	Every 5 years.	Need to define the term 'cover'.	A baseline is not included.	Dept response indicates target is not practical for some species (e.g. buffel grass).	Lacks clear indication of a value driven system for deriving priorities, e.g. control plan.	
Broad analysis of this KPI		4- Fair Page 38 of the plan outlines that the following will be undertaken: '*undertaking (and maintaining) baseline weed mapping as part of the preparation and implementation of a prioritised weed control plan cognisant of the Environmental Weed Strategy for Western Australia and local knowledge'*. The KPI could readily include measurable componenets from this statement, such as establishing a baseline and prioritising through a weed control plan.							
20. Introduced and Other Problem Animals									
	To reduce the impact of introduced and problem animals on the key values of the park.	20.1. Area of the park significantly impacted by goats.	20.1. Decrease over the life of the plan.	Every 5 years.	What might significantly impacted equate to?	Target would need to have a plan and related baseline to measure against.		Other problem animals (foxes, cats) not mentioned in KPI	
Broad analysis of this KPI		5- Poor Plan page 34, '*Predation by and competition with introduced animals poses a significant threat to native animals*'. This KPI only measures goats. The response to this KPI from the department mentions cats and foxes. A limitation with this type of species specific KPI is that priorities may change over the planning period. Other contemporary management plans reference the need to develop a problem animal control plan to establish baselines and update periodically to adapt to changing priorities.							
21. Fire									
	To manage fire to conserve the biodiversity of the park and to protect life and valuable community assets.	21.1. Knowledge of the vital attributes of key fire response species	21.1. Increase in knowledge of the vital attributes of threatened, priority and other key						

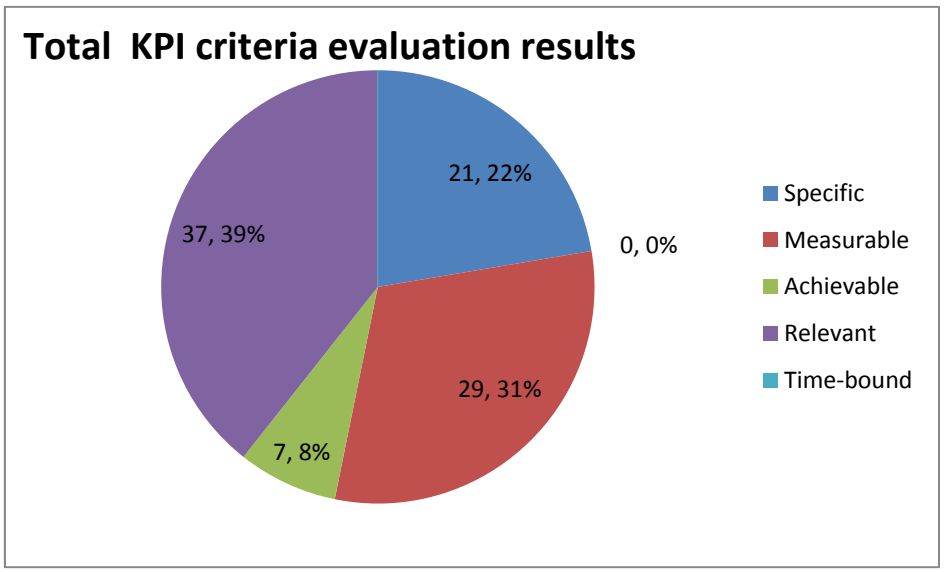
Appendix 5 - Key Performance Indicators SMART analysis - Cape Range National Park Management Plan 2010

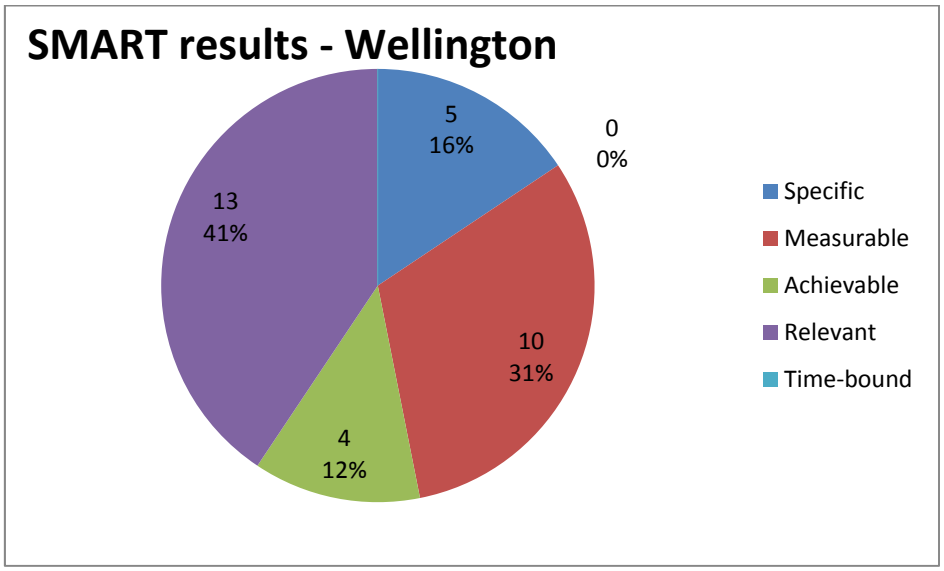
Key Values	Key Objectives	Key Performance Indicators			Specific	Measurable	Achievable	Relevant	Time-bound
		Performance Measure	Target	Reporting Requirements					
					Does the KPI clearly tell you what you want to achieve?	**Does the KPI allow you to show progress towards achieving the desired result?**	**Can the KPI be implemented or carried out?**	**Does the KPI contribute to measuring the overall success of the objective for this key value?**	**Is there an exact end-point to work towards?**
			fire response species (see *Glossary*) over the life of this plan.						
		21.2. Knowledge of the interactions between fire and buffel grass.	21.2. Increase from the extent of knowledge described in this plan (e.g. as reflected in findings or recommendations of research papers and experiment reports).	Every 5 years.					
		21.3. Diversity of post-fire seral stages providing habitat diversity.	21.3. A range of post-fire seral stages is established for major native vegetation types over the life of the plan.	Every 5 years.					
		21.4. Human life and community assets.	21.4. No losses attributable to the Department's fire management.	Every 3 years.					
		0- Good							
Part D. Managing Cultural heritage									
23. Indigenous Cultural Heritage									
Confirmed evidence of the earliest known occupation (Pleistocene) based on a marine economy in Australia. Numerous sites and landscapes of Indigenous cultural importance. Non-Indigenous cultural heritage associated with the pastoral and mineral exploration industry.	To conserve the Indigenous and non-Indigenous cultural heritage of the park so that current and future generations can benefit from it.	23.1. Number and condition of sites (i.e. places and objects) of cultural or archaeological significance.	23.1. No reduction or disturbance without formal approval.	Every 2 years.		Assumes that the 'condition' of sites is established through some baseline.			
Potential for demonstrating a successful joint management arrangement between the Department and Aboriginal people.		23.2. Degree of satisfaction amongst traditional custodians (e.g. as represented by the Coral Coast Park Council) regarding level of Aboriginal involvement in park management.	23.2. Increases over the life of the plan.	Every 2 years.		See broad analysis comments.	Not clear from the plan actions how to record and measure this.		
Broad analysis of this KPI		3- Fair It is acknowledged that measuring performance in the area of joint management is an evolving area of research. However, the target of 'increasing the degree of satisfaction among traditional custodians' is going to be difficult to measure. The strategies in the management plan refer to working 'through the Coral Coast Park Council or equivalent'. The departmental response to this KPI indicates that the Coral Coast Park Council is no longer operational. At the end of the management plan cycle it would need to be determined whether the joint management arrangement between the Dept and the various custodians of the area is 'equivalent' to a Park Council and whether 'satisfaction' has increased over the life of the plan. Evidence is generally sought to demonstrate whether the objectives that relate to KPIs have been achieved. A framework to record and measure would assist.								

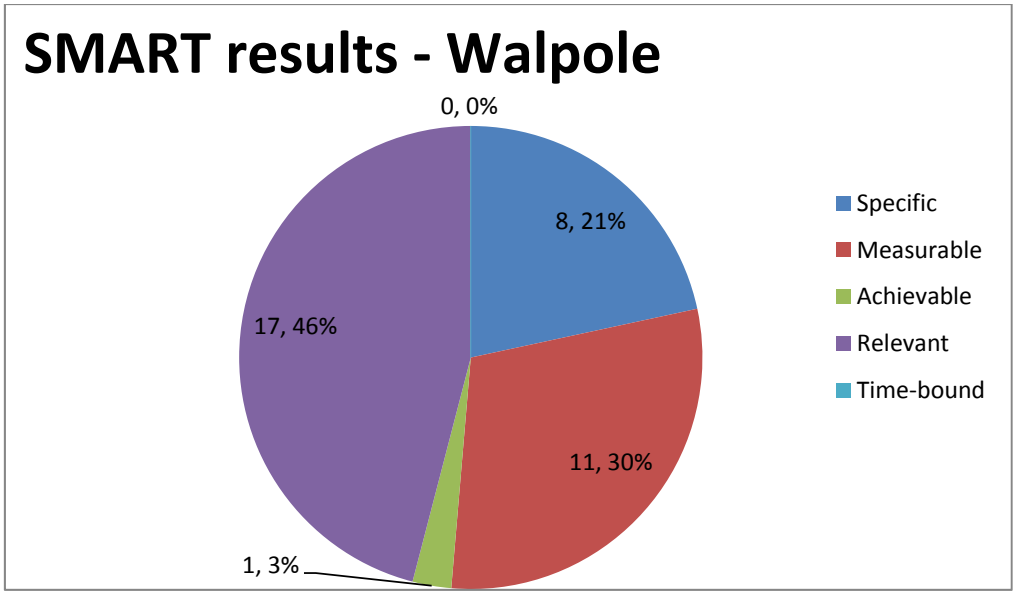
Appendix 5 - Key Performance Indicators SMART analysis - Cape Range National Park Management Plan 2010

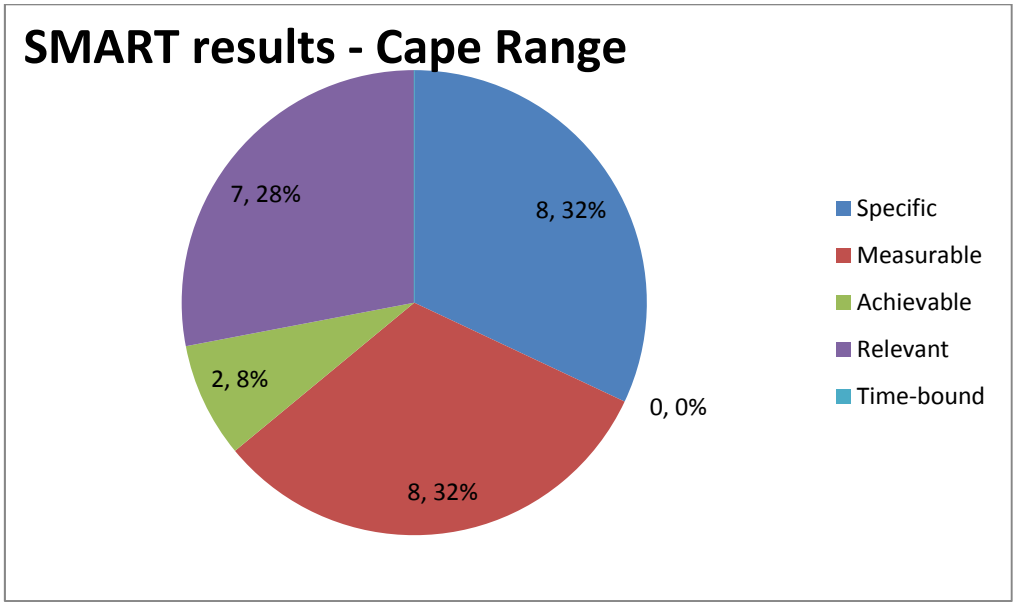
Key Values	Key Objectives	Key Performance Indicators			Specific	Measurable	Achievable	Relevant	Time-bound
		Performance Measure	**Target**	**Reporting Requirements**					
					Does the KPI clearly tell you what you want to achieve?	**Does the KPI allow you to show progress towards achieving the desired result?**	**Can the KPI be implemented or carried out?**	**Does the KPI contribute to measuring the overall success of the objective for this key value?**	**Is there an exact end-point to work towards?**
Part E. Managing Visitor Use									
25. Recreation and Tourism Opportunities									
Terrestrial and adjacent marine environments that offer remote and nature based opportunities and experiences. Natural and cultural values which attract nature based tourism and significantly contribute to regional expenditure. Remote qualities of the park.	To provide visitors with a range of sustainable nature based recreation experiences.	25.1. The range of recreation settings (i.e. from remote through to developed).	25.1. No reduction in the area of *natural*, *natural-recreation* or *recreation* visitor management settings over the life of the plan.	Every 5 years.	Not clear, target seems to ask for a metric (‘area’) but inconsistent with KPI 25.1 wording in body of the plan	Will the visitor management setting be monitored/remapped? Not clear how sustainability will be assessed – see Broad analysis		See Broad analysis	
		25.2. Visitor satisfaction levels.	25.2. Maintain or increase over the life of the plan.	Every 2 years.					
Broad analysis of this KPI		5- Poor At the final assessment of this plan, the assessment should seek to report on the environmental sustainability of the various recreation activities in a region which has experienced substantial increases in visitors. There is inconsistent plan content for KPI 25.1, as referenced above. In the body of the text, the KPI Target is ‘*Maintain over the life of the plan*’. In the KPI table, KPI 25.1’s target appears to be requiring a metric – ‘*no reduction in area-*’. A key measure from the objective of this KPI is the term ‘sustainable’. As most visitors are presumably in the modified zone settings, a continued increase in visitation could conceivably reach the point where (as stated in the plan page 58) ‘*As the use of natural areas increases, resource conditions change until the character of the place has been modified to a point where it no longer has the attributes that originally attracted people*’. As these changes are most likely to occur in the highly modified zones, and the KPI is not clear on how to measure change in these highly modified areas, how will the KPI help to inform when an unacceptable level of change has been reached? It is acknowledged that measurements of visitor impacts are also included in KPI 17.3 (visitor impacts to key fauna species is considered). However, it is not clear how KPI (in either of the presented target wordings) will inform on for instance visitation impacts from increased visits to for example geoheritage areas, caves, or coastal dunes and beach ridges. For the KPI target presented in the table above, it is still important to determine what the impacts of increased visitation might be on the ‘highly modified’ settings as well as the three settings (natural, natural-recreation or recreation) which are listed. It would depend on how the visitor settings had been mapped. For instance, the northern section of the coastal portion given the ‘highly modified’ setting, has also been allocated as a state geoheritage site. It is noted that the plan indicates that geoheritage sites are ‘*unlikely to be affected by low-key recreational use*’, but the geoheritage area does coincide with the high modified zone settings. Given the recreation settings mapping, and the proposed recreation sites are largely confined to areas already indicated as modified, if these settings change from highly modified a to highly modified b, then chanes will no be repoed under the second KPI over the life of the plan. Where the target from the body of the plan was maintain over the life of the plan, there is no indication given how this will be monitored such as a commitment to remap the visitor management settings.This reduces the relevance of this KPI as an indicator of sustainability as the impacts of increased visits in the highly modified zones is not going to change the settings even though it is acknowledged in the plan that - ‘*the allocation of an area to a particular setting does not mean that the area will be developed to the full extent of the setting’*.							
28. Wildlife Viewing									
Terrestrial and adjacent marine environments that provide opportunities for viewing a range of native flora and fauna.	To provide opportunities for sustainable wildlife viewing.	See KPI 17.3							
Part G. Involving the Community									
39. Information, Education and Interpretation									
Opportunities for interpretation of natural and cultural values, and education of visitors.	To promote community awareness and understanding of the park’s conservation values and engender support of management activities.	39.1. Level of visitor satisfaction with education and interpretation opportunities available in the park.	39.1. Remains stable or increases over the life of the plan.	Every 3 years.					
		0- Good							

12 Appendix 6 – SMART KPI summaries






SMART results - Walpole
0, 0%
8, 21%
17, 46%
11, 30%
1, 3%
Specific
Measurable
Achievable
Relevant
Time-bound


SMART results - Cape Range
7, 28%
8, 32%
2, 8%
0, 0%
8, 32%
Specific
Measurable
Achievable
Relevant
Time-bound