



Department of
Primary Industries and
Regional Development

Biosecurity group

Guidance document

A governance and engagement planning guide for
developing biosecurity groups



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1 Introduction

The purpose of this guide is to provide the required information to enable biosecurity groups to progress towards recognition and accessing funds from a declared pest rate (DPR).

At this stage of the process your group has formed and begun discussions on becoming recognised and working towards a DPR to fund its ongoing operations.

Those operations will involve helping private and public landholders to manage widespread declared pests through a community approach to achieve a coordinated result.

Paying a DPR does not replace individual landholder's responsibility to control declared pests. The intent of a biosecurity group is to add value to what landholders are required do through education, awareness and coordination. Biosecurity groups can be seen as part of the solution for landholders.

Seeking landholder support for a DPR to fund your groups ongoing operations will be a critical step. Their involvement throughout the process is linked to the success of the rate being applied.

This guide will help groups develop the processes to promote the value of your group and its successes to ensure landholders are engaged and understand the benefits of paying a DPR.

Keeping landholders engaged and demonstrating the value of your group will be an ongoing process. They could be considered your group's "Shareholders"!

2 Recognised Biosecurity Groups

A Biosecurity Group is a mechanism under the *Biosecurity and Agriculture Management Act (2007)* (BAM Act) that enables landholders to come together and establish a community coordinated approach to declared pest control in their area.

It supports what they are required to do as individual land managers. This piece of legislation also provides the basis for shared responsibility and access to funding to control declared pests. It enables communities and industry to partner with a range of organisations, including State Government agencies.

Biosecurity groups also have the opportunity to raise and attract alternative funds for other priorities. All funds and activities will need to be accounted for as required by the relevant fund sources.

The following guide provides milestones for a group to achieve in becoming a biosecurity group, including:

- A checklist that shows each of the stages a group will complete to become self-sustaining.
- The link between community engagement and declared pest rates; information is provided around how groups can effectively engage with communities in regard to pest management.
- A section on the governance that biosecurity groups need to consider and establish to become 'recognised' by the Minister as a legitimate group.
- The process to determine a DPR in your community is provided.
- There are links to other websites and referrals to particular stakeholders throughout the report.

It is expected that over time, this information will date and processes will change. However, in the meantime, biosecurity groups can use this document as a guide in their development.

3 Recognition checklist for biosecurity groups

The following points are a checklist that biosecurity groups can use to guide them through the process to becoming recognised. It reflects the four basic attributes of policy considered to be essential for groups to be recognised by the Minister. These are;

- to undertake activities consistent with the BAM Act; and
- to operate at a sufficient scale to control declared pests at a landscape scale; and
- has the capacity to manage any public funds it receives; and
- has legitimacy within its community to decide how to allocate these funds. This includes or is demonstrated by establishing community consultation processes.

It's important to note that the sequence of events is not lineal; tasks can occur in different order and concurrently and should not be seen as prescriptive. How a group reaches a state of self-determination and self-reliance will be up to the group themselves.

The Department of Primary Industry and Regional Development (DPIRD) has developed a checklist in order to provide assistance to groups and to help with requests for guidance and information. The checklist can be found at appendix 1.

The current and most thorough source of information regarding governance processes are held and administered by the Division of Consumer Protection through their [Associations and Clubs section](#)¹. This website is a useful reference to help guide biosecurity groups through their governance systems. Developing governance systems is the first step and a minimum requirement for a group.

Following is a list of governance systems that groups will need to have in place:

- Writing a Constitution
- Setting up a Board and committees
- Appointing an Executive Officer
- Stakeholders identified and mapped against their level of influence
- Identify risks and hold appropriate insurances
- Setting up a bank account
- Business activity statement (BAS) preparation and payment
- Registrations - as an incorporated association you'll need to register for an ABN and GST.
- AGM legal requirements

Appointing an Executive Officer as early as possible in the process is beneficial in helping establish these governance systems.

¹ <https://www.commerce.wa.gov.au/consumer-protection/associations-and-clubs>

4 Insurance

Insurance is a complex area and DPIRD recommends that groups seek professional advice.

To enable funds to be transferred from government to biosecurity groups, DPIRD require groups to hold public liability and professional indemnity insurance. The level of insurance will vary depending on each group activities and level of risk.

Each year, biosecurity groups provide DPIRD copies of certificates of currency for insurance policies held. In addition, if your group is intending to access funds from other sources they may also require your group to hold these insurances.

Biosecurity groups are encouraged to seek advice from a qualified adviser (such as an insurance broker or lawyer) to determine its insurance obligations. A regular check and review of your group's risks and if the existing insurance provides appropriate cover is sound practice.

Some insurance is compulsory; for example, it is compulsory for an incorporated association that employs staff or engages contractors to hold workers compensation insurance. The only exception is where a company holds proprietary limited (Pty Ltd) status; their contractors are then responsible for their own workers compensation insurance. Information on workers compensation can be found at this link at [WorkCoverWA](https://www.workcover.wa.gov.au/employers/understanding-your-rights-obligations/covering-your-workers/contractors-subcontractors/).²

Not all insurance is compulsory; groups should consider the cost of non-compulsory insurance against the risks covered by that insurance in the context of the activities carried out by the association.

Information on the types of insurance your group may need to consider can be found at this link; [Division of Commerce - insurance information](http://www.commerce.wa.gov.au/books/inc-guide-incorporated-associations-western-australia/types-insurance).³

Another valuable resource for community groups is available through the [Institute of Community Directors, Australia](https://www.communitydirectors.com.au/icda/risk/)⁴

Risk management is a term used to describe a formal and structured process of identifying and managing risk. Generally speaking, it involves assessing, and then actively managing, an organisation's potential exposure to loss, damage or litigation.

Buying insurance is one part, but not the only part, of a risk management program. By paying the premium, the insured transfers some of its risk to a third party insurer. In many cases, effective practical strategies for reducing risk, such as safety protocols and security devices, can work together with insurance to reduce risk exposure. Indeed, some risk management strategies may result in reduced insurance costs by reducing the likelihood of claims.

5 Biosecurity Group's roles and responsibilities

Clearly defining the roles and responsibilities for your group will help with managing expectations. Some of the main roles are:

² <https://www.workcover.wa.gov.au/employers/understanding-your-rights-obligations/covering-your-workers/contractors-subcontractors/>

³ <http://www.commerce.wa.gov.au/books/inc-guide-incorporated-associations-western-australia/types-insurance>

⁴ <https://www.communitydirectors.com.au/icda/risk/>

5.1 The Executive Officer's role

A Position Description template is available to help groups define the role and responsibilities of the Executive Officer (modify it to suit the group's specific needs). This can be found at appendix 3

5.2 Board members

The following roles are not limited to these examples;

- Provide direction
- Provide leadership
- Formulate policy
- Make decisions
- Manage the finances
- Governance compliance
- Assets
- Consult
- Communicate and network
- Engagement
- Research and review
- Fundraising

Board and committee members may also have these specific responsibilities:

- Undertake operational and budget planning as part of preparing annual work programs
- Carry out operations or engage contractors to manage declared pests
- Undertake surveillance and reporting on new and emerging declared pests, and assist with compliance if necessary
- Promote best practice pest management to landholders in their area, and develop and engage networks that encourage community involvement in biosecurity
- Provide community input into state and national policy on pest management
- Undertake community consultation and engagement.

5.3 Community Members

All community members have a responsibility to control declare pests on their land; becoming involved with a biosecurity group will aid in being well informed and supports what they are required to do as individual landholders.

6 Biosecurity Group Plans

To enable a rate to be determined in their area, the group will need a plan demonstrating what the funds from rates will be used for. The plan will need to be detailed and include a budget that enables their proposed operations.

It is recommended that groups undertake a strategic planning process with an experienced facilitator. This will then develop annual operational plans that deliver outcomes against the strategic direction of the group. Having a future view will help the group achieve success in the longer term.

The following is a list of the possible sections that will guide you in developing your plan:

- Introduction
- Group's history

- Aims and objectives
- The Board's make up and process to be elected (as outlined in the group's constitution)
- Stakeholder map and management plan
- Funding sources and annual budget
- Engagement and communications plan

Executive officers can be responsible for leading the development of the plan, with help from their Board and a range of other stakeholders including local government supported by local biosecurity staff.

7 Declared Pest Rate process

The BAM Act allows a rate to be raised for the purposes of controlling declared pests in a recognised group's operational area. This rate is known as the declared pest rate (DPR). Funds collected from rates are matched equally by the State Government.

This rate provides RBGs with an ongoing, annual funding opportunity which they can access through recommending the determination of a DPR in their area of operation. The group's planning process, their budgeted operational plan, will be used to inform what funds are required to carry out the priority work that the group has set.

The rate to be charged is determined and set by the Minister following the group's ongoing consultation and engagement with affected landholders. The rate is set to raise half the money required by an RBG to fund activities for the control of declared pests in their specified area. The other half of the funds comes from the Government's matched component.

Prior to the Minister setting the rate, DPIRD reviews and approves plans submitted by RBGs on priority declared pest control activities and budgets.

RBGs are responsible for the funds disbursed to them and are required to produce an annual activity report and audited financial statement each year. These documents are posted on the DPIRDs website as required by the BAM Act.

8 Community Engagement

Community engagement is fundamental to the successful implementation of the RBG framework within your community.

What is Community Engagement? While there are almost as many definitions out there as there are people trying to define it, in its simplest terms community engagement seeks to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, or implementation.



To be successful, it must encompass strategies and processes that are sensitive to the community-context in which it occurs.

Ongoing community engagement will be an important process for establishing a declared pest rate. Effective community engagement will help groups demonstrate credibility and gain the required support within their community and that the work they do reflects the needs of affected landholders.

Other benefits of having community involvement in the group's pest management activities are:

- People understand what you're trying to achieve and what part they can play in achieving the goal.
- People can have a say in the group's decision making
- Landholders will support your decisions if they've been involved in the process

There are lots of ways that groups can engage with their communities. The first step is developing an engagement plan. DPIRD can offer support or groups are able to use private consultants to help develop a plan.

Some of the techniques to engage with local communities and build a plan for include:

- Framing a message - change the message to suit the values of people, and remember we all have a range of values so find the one for the right message for each stakeholder.
- Key messages - key messages will change over time and at some point the community will begin to learn the groups' key message. Continue to reinforce key messages in written articles, reports, radio interviews, media articles, websites, Facebook, social media, at AGM's and so on. We know that messages need to be constantly reinforced.
- Debunking myths - there are a lot of misunderstood and incorrect information about pest management. Biosecurity groups will need to not only determine what is incorrect but ensure they actively debunk those myths.
- Identifying Barriers and Drivers for landholder involvement in pest management. We know from research that if you can identify why people don't engage in pest management then biosecurity groups are able to
- Local Champions - use individuals in your local community who naturally drive initiatives and demonstrate leadership skills. They will be known in their community and we know from research that getting key messages out there or informing people needs to include the local champion to get that information out there. This opportunity of working with local champions, meeting with them and asking them to help the group will be a critical factor in your community engagement strategies.

8.1 Engagement goals

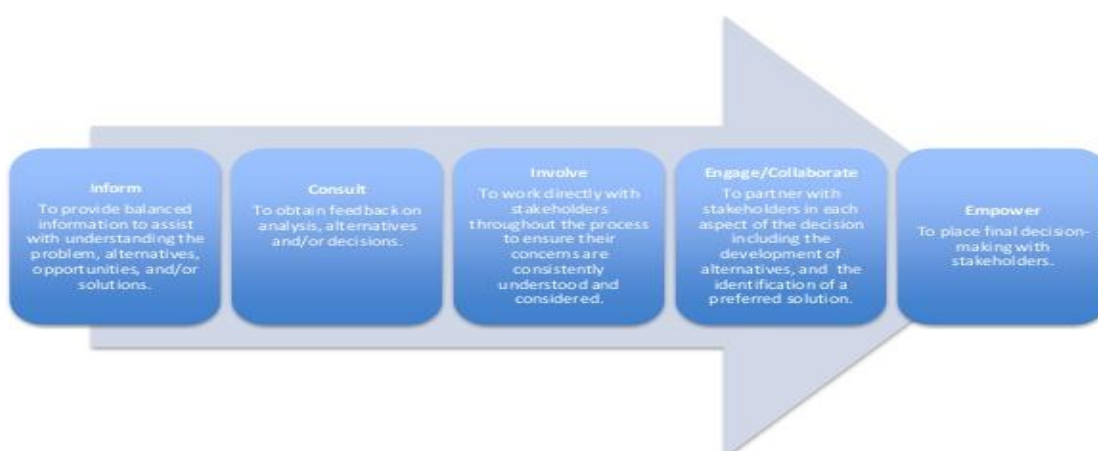
How you interact with the stakeholders and the types and format of information you provide to the stakeholders will be determined by the engagement goals you develop.

You may need to provide information about the issue to increase awareness for some stakeholder groups (inform). Or you may need to gather information about the issue from some stakeholders (consult). You may determine that it is important to get input from other stakeholders about their opinions regarding the issue or problem or to get their insights and ideas about possible solutions to the issue (involve).

Your issue or project may be very complex and developing solutions to address the issue or carry out the project would require certain stakeholders to collaborate (collaboration). For some stakeholders there may be only one or two goals; for others there may be multiple engagement goals. (I.e. if the ultimate purpose is to 'empower' a particular stakeholder group, it is likely that all five engagement goals will be established for particular stakeholders.)

1. **Inform:** one-way communication primarily designed to provide information about an issue
2. **Consult:** gather input, opinions, and ideas on the issue or process from the stakeholders
3. **Involve:** include stakeholder's opinions and ideas into the proposed solutions
4. **Collaborate:** engage stakeholders in complex problem-solving processes through dialogue and deliberation
5. **Empower:** foster decision-making authority or responsibility for implementing a solution to stakeholders

Spectrum of Engagement/Participation



9 Stakeholder management

Identifying stakeholders is a critical aspect of the engagement process. Stakeholders are more than potential funders and official decision-makers. Stakeholders are also the groups and individuals that are affected by the project or issue you are working to address.

It is best to be as inclusive as possible when identifying stakeholders. Consider government officials, decision makers, funders, non-profit organisations, civic organisations, consultants, business leaders, citizens and residents. You may want to pay special attention to those who may be under-represented but are impacted by the issue or project such as minority groups, women, youth, seniors, immigrants, and low-income residents.

The information you gather as you identify the individual stakeholders and stakeholder groups will be invaluable in better assuring that your engagement effort will be successful. This information should include:

- The name of individual stakeholders and stakeholder groups
- Key individuals that represent stakeholder groups
- How the stakeholders might affect or be affected by the project or initiative
- How you will communicate with each of the stakeholder groups
- Barriers that might limit stakeholder's participation.

Stakeholders that can affect the outcome

Start by identifying the stakeholders groups (formal and non-formal) and individuals that can affect the implementation of the project or can influence the possible solutions that can be considered for addressing the issue or problem being considered. Likely stakeholder groups that can affect the outcome are local decision makers, government agencies, non-profits and non-formal activist organisations.

Identify groups, organisations and individuals that may oppose the project or initiative as well as those that will likely support the project or initiative. If at all possible identify an individual that has a leadership role in each stakeholder group. It is good practice to include individuals on this list that aren't affiliated with any particular organisation but who have influence and power to affect outcome of the project or initiative.

Stakeholders affected by the outcome

Identify stakeholder groups and individuals that could be positively or negatively impacted by the project or issue being addressed. For example a neighbourhood revitalisation project would affect current residents and property owners in the neighbourhood.

The project would likely make the neighbourhood a nicer place to live, but some residents may be concerned that their rent would increase. Resident and non-resident property owners would likely see their property values increase, but they may be concerned about the project requiring them to invest in property improvements. Or a local government may decide to support or oppose a project or a funding agency could choose to fund or not fund a project.

Special attention should be paid to include stakeholders that may be under-represented but will be impacted by the issue or project is identified. These stakeholders might

include minority groups, women, youth, seniors, immigrants, and low-income residents. It is also important to identify how each stakeholder or stakeholder group might be affected by the project or initiative. If at all possible identify individuals that represent or have a leadership role in each stakeholder group.

It is likely that there are organisations or individuals that are already working on the project or related projects or issues. Identifying these organisations and their activities is the first step in identify potential partners and collaborators. It is also important to understand how these groups might affect or be affected by your project or initiative.

Examples of a stakeholder list:

Stakeholder Name	Contact Person <i>Phone, Email, Website, Address</i>	Impact <i>How much does the project impact them? (Low, Medium, High)</i>	Influence <i>How much influence do they have over the project? (Low, Medium, High)</i>	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
EXAMPLE Nurses & Midwives Union	<i>Carlos Davida cdavida@nu.org 0998 765 287</i>	<i>High</i>	<i>High</i>	<i>Maintaining working conditions for nurses</i>	<i>Agree for union members to implement the new reforms</i>	<i>Going on strike</i>	<i>Monthly round table discussions</i>
Patient Advocacy Group	<i>Viki Chan vchan@pag.org 888 587 101</i>	<i>High</i>	<i>Medium</i>	<i>Maximising quality of care for patients</i>	<i>Communicate with other stakeholders to express their support for reforms</i>	<i>Making complaints about quality of service after the reports</i>	<i>Information and feedback meetings every 6 months</i>
Sunday Times Newspaper	<i>Jane Smith jsmith@stn.com 888 587 101</i>	<i>Low</i>	<i>High</i>	<i>Getting a good story</i>	<i>Print stories that support the new reforms</i>	<i>Printing stories that oppose the new reforms</i>	<i>Quarterly press meetings</i>

10 Promoting Biosecurity Groups

The legitimacy of your group in the community will ultimately determine the success of the group and the support for a rate. Community engagement strategies will be the key in achieving this.

Regular community events that raise awareness of local pest issues will lead to positive behaviour change in the community. Using local champions is one strategy to consider in helping to get those key messages out there, to help promote the achievements of the group and run events.

Biosecurity groups can use all the tools available to engage and communicate. Social media, websites and an "e" presence is a must.

Websites

Most biosecurity groups have a website which is a great way to provide a pathway that allows the community to come to the group. The [DPIRD website hosts](#)⁵ a section relating to biosecurity groups in the South West Land Division. If this section needs updating please contact your local DPIRD biosecurity officer. Speak to your stakeholders about cross promoting each other via your respective websites to ensure your local community are directed through to your group.

Social Media

Many groups use social media (Facebook, Instagram and Twitter) to promote the group's activities. Creating social media channels could be done early in the establishment phase to help promote messages and information to the community. Tell stories of landholders that are successfully controlling pests and tell the story from the landholder's perspective. Engagement is about the story and social media is the perfect medium for telling it!

YouTube may assist with this if you record a short interactive video of landholder's stories. Video has much greater impact in showing landholders and community members speaking directly of their motivations for involvement, the challenges experienced and the changes made. Coming straight from the storytellers' mouth adds power to this medium.

The following videos are available to biosecurity groups to help promote biosecurity groups development:

[Biosecurity groups in WA](#)

[Stakeholder forum](#)

[Invasion Curve explained](#)

[Mens shed and cotton bush](#)

[Tree popper example](#)

⁵ <https://agric.wa.gov.au/n/4726>

11 Biosecurity Group Case studies

Between 2015 and 2017, three case studies were developed by the Invasive Animals Cooperative Research Centre (IACRC) in partnership with DPIRD. The biosecurity groups below participated in this research. The case studies can be found at agric.wa.gov.au by searching for 'transforming regional biosecurity response'.

- [Esperance Biosecurity Association Inc \(previously the Northern Mallee Declared Species Group\)](#).
- [Peel Harvey Biosecurity Group](#)
- [Blackwood Biosecurity Group](#)

These case studies were developed with wide consultation from a range of biosecurity stakeholders and capture the formation of the biosecurity groups, the issues faced by the groups, the barriers groups are dealing with and how these issues were dealt with regarding each group. They are a great resource and read for new biosecurity groups that are forming so that they may learn from the experiences of other groups.

Biosecurity groups need to develop their own identity if they are to succeed in gaining community trust and acceptance. The changing role of government in biosecurity management has created an opportunity for local communities to take leadership on these issues. As the case studies have revealed, there are challenges to be faced and community members and government staff must be prepared to learn from previous experience.

Community-led efforts can complement the compliance and regulatory functions of government. They can also develop local skills and capacity to address biosecurity problems, assisting landholders to meet their obligations under the BAM Act. However, these community efforts need to be underpinned by good governance, strong planning and financial stability, if they are to gain the support and acceptance of their community members.

Government has an important role to play in enabling the community-led effort to succeed. Beyond financial support, community groups need access to high quality information about biosecurity threats and management options.

Although the DPR is an incentive for groups to apply for recognition by the Minister, there are other considerations such as landholder willingness to pay, that groups must address before requesting for a rate. In the end, groups need to make their own decisions about the value of applying for recognition, and when to do it.

We hope these resources will be used when working through biosecurity issues. We encourage the case studies to be used in presentations and workshops.

12 Appendix 1 – Checklist to guide development

This check list is intended to be used as a guide to stimulate discussion on the stages the group will work through towards preparing for a declared pest rate. DPIRD will work with and support groups through the process.

Item #	Phase	Yes/No	Comments/Notes
Phase One – Trigger Event (1 item)			
1	Has the group documented its intentions? (i.e. How will it address Declared Pests and what are the targeted Declared Pests?)		
	PHASE COMPLETE?		
Phase Two – Informal Group (2 item)			
2	Date of initial meeting or when decision was made to pursue RBG status?		
3	Is there evidence of above meeting? Eg. minutes, email, attendees list, agenda, other record)		
	PHASE COMPLETE?		
Phase Three – Formal Organised Group (3 item)			
4	Has the biosecurity group determined its name?		
5	Incorporated or hosted under an Incorporated association? Document is lodged on Objective.		
6	Has a current constitution- lodged on Objective? This should include as a purpose or object 'managing Declared Pests under Section 169 of BAM Act in a specified Shire area'. Where a group is hosted, has the constitution been amended to allow the group to manage Declared Pests as stated above?		
7	Has an Australian Business Number (ABN)? Document is lodged on Objective		
8	Has registered with ATO for GST? (if annual turnover is >\$75,000/year)		
9	Has a bank account to hold funds? or utilises account of a host Incorporated association?		
10	Obtaining or in the process of procuring public liability insurance? Document is lodged on Objective		
11	Maintains a register of Committee, Members and Stakeholders list?		
12	Operational boundaries of group are clearly defined. LGA boundaries preferred & Any potential overlaps or gaps with a neighbour (potential or actual RBG) have been resolved and documented?		
13	Group has developed a Strategic/Operational plan to guide its overall activities (this should include, but is not limited to: stating the group's overall purpose/vision, long and short-term goals/objectives, key actions to achieve the goals, timelines, who's responsible for implementing actions, community engagement, annual budget.		
	PHASE COMPLETE?		

Item #	Phase	Yes/No	Comments/Notes
Phase Four – Initial Operating Group			
14	Operational-plan is being implemented? (including Community engagement activities)		
	PHASE COMPLETE?		
Phase Five – Pre-Recognition			
15	Group holds a minimum of 3 community meetings / events conveying the group's plans/intent and the RBG process. These meetings/events should be widely advertised in each specified Shire operational area with some form of evidence of attendance kept.		
17	Group has good liaison with relevant DAFWA officers on Recognition processes, development and community engagement activities.		
18	The Incorporated group or its host Incorporated association seeks and consents to its recognition as a biosecurity group by submitting a completed DAFWA letter template "Expression of interest for recognition" addressed to the Minister for Agriculture and Food – for a decision. Notes: ** An EOI letter template is available from DAFWA. **It is highly recommended groups discuss this step with relevant DAFWA Officer, before finalising submission.		
	PHASE COMPLETE?		
Item #	Phase	Yes/No	Evaluation comment
Phase Six – Recognition of Group as a Biosecurity Group		Note: DAFWA internal process	
19	DAFWA receives Expression of Interest for Recognition from Biosecurity Group and assesses that group meets all requirements.		
20	DAFWA prepares a Briefing Note to the Minister recommending Recognition of the Group under section 169(1) of BAM Act.		
21	Minister reviews the application and may (a) approve and recognise the group under section 169(1) or (b) seek further information or discusses with group with the regards to area of concern.		
22	(a) Minister approves the application and recognises the group.		
	(b) Minister advises Group and engages with Group to resolve/address issue(s).		
23	Group receives recognition instrument. Instrument identifies the specified area of responsibility.		
	PHASE COMPLETE		
Phase Seven – Prescribing RBG Area (SKIP if area is currently prescribed in the Biosecurity and Agriculture Management (Declared Pest Account) Regulations 2016)			
24	RBG has provided evidence to demonstrate community consultation <ul style="list-style-type: none"> Dates of consultation events or information provided to the community 		

Item #	Phase	Yes/No	Comments/Notes
	<ul style="list-style-type: none"> Communications or Issues register including feedback and responses Community feedback and issues or concerns raised See Step 16 Groups' response/how group has addressed the issues and concerns raised. This requires ongoing documentation. How was response/feedback provided to the community 		
25	DAFWA prepares Preliminary Impact Assessment (PIA) to initiate process to prescribe the RBG's geographic area (preferably along shire boundaries)		
26	DAFWA conducts appropriate community consultation (if required) and finalise the PIA.		
27	DAFWA submits the PIA to Regulatory Gatekeeping Unit for initial assessment and advise on consultation requirements		
28	If Regulatory Gatekeeping Unit determines that no further assessment is required, DAFWA commences and completes the process to prescribe the area in the Biosecurity and Agriculture Management (Declared Pest Account) Regulations 2016.		
29	The area is prescribed via publication in Government Gazette. The rate can be determined by the Minister following required annual consultation and gazettal.		
	PHASE COMPLETE?		

Item #	Phase	Yes/No	Evaluation comment
Phase Eight - Putting in place the Declared Pest Rate to form a self-determining biosecurity group - Groups to progress the following business with DPIRD			
30	<p>RBG develops a Strategic 3-5 year Plan. This informs the annual Operational plan which must include a section about how the group is going to manage the funds from the declared pest rates. (Groups to include a Hyperlink to the plan or relevant website)</p> <p>This is a requirement for auditing and reporting purposes)</p> <p>The Minister requires an annual plan showing the amount of money the group wishes to raise through the declared pest account for that financial year, how they will raise those funds and how they will spend those funds. How this is done is up to each group. They may have a separate annual operational plan that they call a declared pest rate/annual plan (DPAP) or they may combine this plan in with a longer term strategic plan. There is no set rules about this as long as they can provide a declared pest annual/rate plan each year as part of the rates process</p>		

Item #	Phase	Yes/No	Evaluation comment
	A Community Engagement and Communications plan should be included in the group's strategy and operational plan at this stage.		
31	RBG submits to their annual Operational plan including to DAFWA		
32	Group has well established governance and annual reporting systems in place (a Directions Notice will request an annual progress report and audited financial statements) <ul style="list-style-type: none"> Annual progress report template provided 		
33	Minister consults the community as per regulations. and determines rates annually guided by the RBG's budget. <ul style="list-style-type: none"> Ministerial consultation usually conducted March/April Rates determined and gazetted by 30 June 		
34	RBG accessing funds from the Declared Pest Account <ul style="list-style-type: none"> A request will be sent to groups to raise an invoice in July. DPA match funds usually available in August Rates income usually available Feb/March 		
	PHASE COMPLETE?		

Congratulations, the group is now sustainable and self-determining. Next is to celebrate the group's success with all key stakeholders.

RBG has mature governance structures and has capacity to address community declared pest issues at a landscape scale

Group is self-determining and legitimate – effective community engagement and strategic planning

RBG maintains and develops a relationship with DAFWA and relevant government agencies (e.g. Department of Parks and Wildlife, Shires)

Prudent and effective financial management systems are in place

Capacity to engage the community for planning and implementing annual and long-term declared pest management programs

13 Appendix 2 – Useful resources

- [Division of Consumer Protection through their Associations and Clubs section DPR payment details](#)
- [DIY Committee Guide](#)
- [NRM in WA – Community engagement resources](#)
- [Engagement training <http://invasives.contentlogic.com.au/>](#)
- Engagement toolbox
<http://aese.psu.edu/research/centers/cecd/engagement-toolbox>
- <https://www.ourcommunity.com.au/>
- [Public Participation: State of Practice - Australia](#), 2010, International Association of Public Participation, (IAP2)
- [Tasmanian Government Framework for Community Engagement, 2011, Government of Tasmania.](#)
- [Institute of Community Directors, Australia](#)

Western Plains Biosecurity Association Inc.

Position Description

POSITION: Executive Officer

REPORTS TO: Board of Management

Extent of Authority

The Western Plains Biosecurity Association Inc (WPBA) operates, pursuant to its Constitution, policies approved by the Board of Management and supporting corporate and operational procedures. The Executive Officer (EO) is required to manage the operations of the organisation to deliver the strategic direction determined by the Board. The EO is ex-officio and not a member of Board of Management but reports to the Board, through the Chair. The EO is expected to work with the Board of Directors to develop, implement and revise the Strategic Plan, (involving key organisational partners), Community Engagement Plan and an annual operations plan.

Objectives of this Position

- a) Provide leadership to the organisation and its employees, and work collaboratively with Board on strategic direction as determined by the Board of WPBA; and
- b) Ensure activities the WPBA produce the desired benefits to its members and stakeholders as per the aims and objectives of the organisation; and
- c) Develop and implement community engagement activities that encourage landholders to understand their responsibilities under the *Biosecurity and Agricultural Management Act (2007)* (BAM Act).
- d) Undertake annual community consultation to inform landholders and community of the Board's intent to recommend a Declared Pest Rate (DPR).
- e) Proactively identify alternative investment opportunities for Board approval, including developing initiatives that diversify the income sources of the organisation and leverage off other activities;
- f) Assist the Board to develop and maintain governance standards; and
- g) Implement and review, as appropriate, the current operations plan, including budget, and ensure effective financial controls operate within and across the organisation and its programs

Responsibilities

The Executive Officer is accountable to the Board to ensure effective systems and processes are developed and implemented for the following key responsibilities:

Strategic planning

1. Make recommendations to the Board:

- in setting and regularly reviewing WPBA's Vision, Purpose and Strategic Focus Areas, as well as recommending to the Board any opportunities to achieve its strategic direction.
- on the review and renewal of the Strategy, with input from key organisational partners.

- ensure policy, procedures and risk management framework and other corporate governance measures needed for the effective operations of the organisation are implemented and adhered to.

Stakeholder Relationships

- Promote WPBA's profile and business through establishment and management of key relationships and partnerships (specifically with all levels of government, industry, NGOs, community and special interest groups).
- Represent and promote WPBA's and the interests of the region at various senior government, industry and community forums.
- Ensure that WPBA's membership is fostered and increased.
- Actively market WPBA's activities and brands across social media and other types of media interaction, in conjunction with the Chair of the Board.

Operations management

- Ensure that operating policies, procedures and programs required to achieve the organisation's objectives are established and implemented.
- Ensure that all that reporting on operational performance and finances are communicated to the Board, or the relevant Board Committee, in an accurate and timely manner.
- Ensure that Board policies and decisions are effectively communicated and implemented.
- Ensure that contractors / staff comply with policies and standard operating procedures.

Finance and Administration

- Ensure that efficient administration support is provided to the WPBA Board.
- Ensure that finances are used effectively and efficiently to carry out the business of the organisation.
- Ensure that internal financial controls and reporting (to the Board, relevant committees, auditor/s and others) meet modern corporate governance and auditing requirements.
- Ensure that WPBA complies with all legislative requirements.

Essential criteria

1. Ability to demonstrate significant experience of 'change management', within an association setting.
2. Demonstrated experience of developing and implementing strategic and operational plans.
3. Demonstrated experience in implementing community consultation processes in a regional setting.
4. Effective project management and/or providing leadership and direction to a small organisation/specific service area of a larger organisation.
5. Experience of people management with proven ability to build teams and motivate individuals, including working with volunteers.
6. A demonstrated high level of interpersonal skills

Desirable

1. Knowledge of the region serviced by WPBA and an understanding of the declared pests impacting the region
2. Knowledge of the role of government in the management of declared pests in Western Australia.
3. Tertiary qualification in a relevant discipline.