

Stakeholders' assessments of management performance

7.1 What's in this chapter?

This chapter presents key stakeholders' assessments and critical comment on management performance for the TWWHA over the term of the first (1992) management plan, 1992–1999. For each of the major areas of management responsibility, it presents stakeholders' assessments of the relative performance of management (i.e. whether the situation got better or worse over the management period) and the absolute performance (i.e. how satisfactory or otherwise the current situation is). It presents stakeholders' views about the key factors that affected overall management performance and identifies positive and negative aspects of management, together with any suggestions for improvement.

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At a glance...key findings of this chapter

The majority of key stakeholders considered that the overall state of the TWWHA had either got somewhat better or had remained about the same over the 1992–1999 period.

They also considered that the overall current state of the TWWHA is satisfactory or better. However, cultural heritage staff of the then managing agency and the Tasmanian Aboriginal Land Council considered that the overall current state of protection and conservation of Aboriginal heritage in the TWWHA was less than satisfactory. (See Section 7.3.1 'Overall state of the TWWHA'.)

Key factors that stakeholders identified as having contributed positively to overall management performance for the TWWHA included: the level of Federal–State funding for management; public support and cooperation in management; good staff; an effective World Heritage Area Consultative Committee; a good management plan and key management strategies; good science; and the fact that there were no major wildfires.

(See Section 7.3.2 'Key factors affecting overall management performance'.)

Key factors that stakeholders identified as having limited or threatened overall management performance included: inadequate resources and uncertainty of future funding; inadequate community engagement and support; political decisions were not always consistent with World Heritage management objectives; slow response/low priority to management of impacts and threats to values; inadequacy of fire management; and delays with site plans.

There was a very high level of stakeholder satisfaction with the performance of the Parks and Wildlife Service and others responsible for managing the TWWHA. The Commonwealth Department of the Environment and Heritage rated the performance as 'good' while 93% of the World Heritage Area Consultative Committee rated the performance as being satisfactory or better. Similarly, 94% of Tasmanians who had visited the TWWHA over the past year considered that the performance of the managers was satisfactory or better, while 79% of the general public also considered the performance to be satisfactory or better. (See Section 7.3.3 'Performance of the Parks and Wildlife Service'.)

Stakeholders considered that the working relations between the managing agency and the community had grown stronger over the 1992–1999 period, and that the level of community support for the TWWHA was now generally satisfactory or better (see Section 7.4.5 'Community engagement and support for the TWWHA').

7.2 How were stakeholders' assessments gathered?

Key stakeholders were invited to complete targeted questionnaires to provide assessments and critical comment on management performance for the TWWHA over the 1992–1999 period. Specific questions were put to particular stakeholders on the basis of their appropriateness and ability to provide credible assessments of management performance for the particular management responsibility. Internal (departmental) and external stakeholders were invited to participate in these assessments in order to provide for well-informed and credible assessments (refer to Section 1.4.5 'How was this evaluation conducted?').

The following stakeholders were invited to provide assessments of management performance for the areas of management responsibility indicated.

81 The questionnaire was conducted in late 1999/ 2000. The total number of WHACC responses was generally 14 but varied slightly between questions due to differences in response rates to questions.

1. The World Heritage Area Consultative Committee (an external advisory committee of 14 scientific and community representatives) was invited to provide assessments across the range of management responsibilities for the TWWHA. The Committee is an external (independent) group representing the broader community and is close enough to management to have a general acquaintance with the management issues facing the area. Current and former members of WHACC during the 1992–1999 period were invited to complete⁸¹ the questionnaire.
2. Staff of the then managing agency⁸² with expertise and/or management responsibility for the TWWHA were invited to provide assessments and critical comment in their particular fields. For example, specialist staff with expertise in natural or cultural heritage were invited to provide assessments and critical comment regarding the state of protection and conservation of the natural and cultural heritage of the TWWHA. Similarly, staff with responsibilities for fire management, planning, interpretation, operational and other responsibilities for the TWWHA provided inputs across a broad range of matters.
3. The Department of the Environment and Heritage (the federal agency with responsibilities for World Heritage management) was invited to provide assessments and critical comment related to World Heritage obligations, and overall management performance.
4. The Tasmanian Aboriginal Land Council (the representative organisation of the Aboriginal community) was invited to provide assessments and critical comment related to the management of Aboriginal heritage and general management performance.
5. The views of the Tasmanian public were sought on matters pertaining to overall management performance. Surveys of randomly selected Tasmanian residents were conducted via telephone interviews by a market research firm (Enterprise Marketing and Research Services) on behalf of PWS.

The assessments of management performance were conducted at the end of the term of the first management plan in late 1999 and 2000.

Note that while only the above key stakeholders were invited to participate in this evaluation, all stakeholders and interested members of the public have opportunities to provide input to the planning process for the development of management plans for the TWWHA. Opportunities for public participation in the planning process are advertised in newspapers and are posted on the PWS website at: <www.parks.tas.gov.au>. The next (mid-term) review of the TWWHA management plan is scheduled to take place in 2004, with a full review of the plan scheduled for 2009.

7.3 Overall management performance

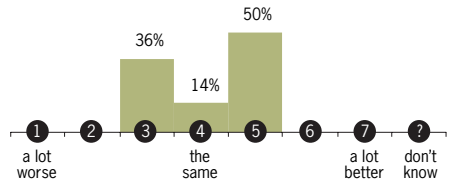
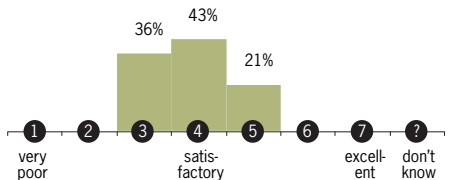
7.3.1 Overall state of the TWWHA

ASSESSMENT BY KEY STAKEHOLDERS

Assessors: World Heritage Area Consultative Committee (WHACC); Department of the Environment and Heritage (DEH); Tasmanian Aboriginal Land Council (TALC); natural and cultural heritage specialists of the then managing agency (MA) including specialists in flora, fauna, earth science, cultural heritage and fire management.

82 Natural heritage specialist staff (including earth scientists, botanists and zoologists) are located within the Nature Conservation Branch, Resource Management and Conservation division of DPIWE. These staff are no longer part of the managing agency for the TWWHA since the Parks and Wildlife Service became a division of the Department of Tourism, Parks, Heritage and the Arts (DTPHA) in 2002. Cultural heritage specialist staff, along with the Parks and Wildlife Service, are now located within DTPHA.

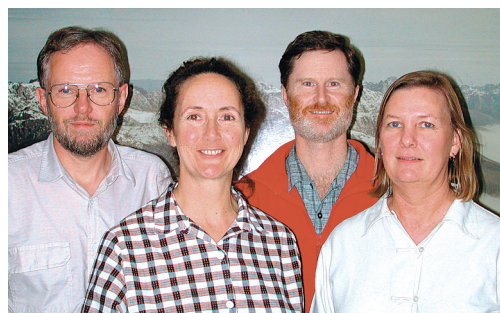
Stakeholder assessments of the overall state of the TWWHA

Assessor	Overall state of the TWWHA—better or worse? Q: Is the current overall state of the TWWHA better or worse than it was in 1992 (when the first WHA management plan came into effect)?	Current ⁸³ overall state of the TWWHA Q: How would you describe the current overall state of the TWWHA?
WHACC	 <p>Half the members of WHACC considered that the current state of the TWWHA is better than it was at the commencement of the 1992–1999 period. About one third of WHACC (36%) considered that the area had got slightly worse over the period while 14% considered it had remained about the same.</p>	 <p>About two thirds of WHACC (64%) considered that the current overall state of the TWWHA is satisfactory or better, while about one third (36%) considered it to be somewhat less than satisfactory.</p>
Department of the Environment and Heritage	The current state of the TWWHA is noticeably better than it was at the commencement of the 1992–1999 period (rating 6).	The current overall state of the TWWHA is good (rating 6).
Tasmanian Aboriginal Land Council	The overall state of Aboriginal heritage in the TWWHA got worse over the 1992–1999 period (rating 2).	The current overall state of Aboriginal heritage in the TWWHA is poor (rating 2).
Managing agency (natural and cultural heritage specialists)	The overall state of the TWWHA has not changed significantly over the 1992–1999 management period, although some individual aspects have got considerably better or slightly worse. There was considerable improvement in the state of earth science; some improvement in the state of flora and fauna; while the state of cultural heritage and fire protection got slightly worse. (Ratings: earth science: 6; flora and fauna: 5; cultural heritage and fire management: 3)	<p>The current overall state of the TWWHA is generally satisfactory or better.</p> <p>Aspects of management where the current state of the area is good are earth science and fauna (both rated 6).</p> <p>Aspects of management where the current state of the area is somewhat less than satisfactory are fire management (2), cultural heritage management (2), and flora (3).</p>

83 The 'current' overall state of the TWWHA was assessed at the end of the term of the first management plan, in late 1999.

ASSESSMENT BY THE TASMANIAN PUBLIC

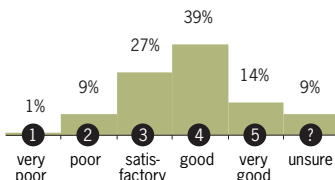
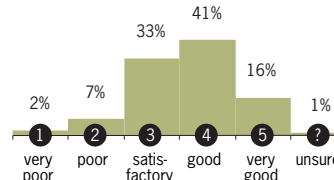
The views of the Tasmanian public were determined through a telephone survey of 500 randomly selected Tasmanian residents conducted in late 1999 by a market research firm on behalf of PWS (EMRS, 2000a). The following assessments reflect the views of the subset of this sample who had visited the TWWHA sometime during the last year (n=170).



Planning staff for the TWWHA during the 1992–1999 period, from left to right: **Nick Sawyer**, **Annie McCuaig**, **Tim O'Loughlin** and **Glenys Jones**. Absent: former staff members **Sam Rando** and **Dean McLaughlin**. Annie was responsible for managing the overall development of the first (1992) management plan for the TWWHA. This plan marked a major achievement in establishing an integrated framework for managing this large area, which comprises about 20% of Tasmania. Annie is now Manager of Planning Services and oversees the preparation of all management plans for National Parks and Reserves in Tasmania.

Photo by Sophie Underwood

Tasmanian public's assessment of the overall state of the TWWHA

Assessor	Overall state of the TWWHA—better or worse? <i>Q: Is the current overall state of conservation of the Tasmanian Wilderness World Heritage Area better or worse than it was 5 years ago?</i>	Current overall state of the TWWHA <i>Q: How would you describe the current overall state of conservation of the Tasmanian Wilderness World Heritage Area?</i>
Tasmanian public (recent visitors to the TWWHA)	 <p>1% 9% 27% 39% 14% 9%</p> <p>1 2 3 4 5 6</p> <p>very poor poor satisfactory good very good unsure</p> <p>About half (53%) of Tasmanians who had recently visited the TWWHA considered that the overall state of the TWWHA had got better over the past 5 years. 27% considered that the area had remained about the same, while 10% considered that it had got worse.</p>	 <p>2% 7% 33% 41% 16% 1%</p> <p>1 2 3 4 5 6</p> <p>very poor poor satisfactory good very good unsure</p> <p>The majority (80%) of Tasmanians who had recently visited the TWWHA considered that the current overall state of the TWWHA was satisfactory or better, while 9% considered that it was less than satisfactory.</p>

Source: EMRS 2000a

COMMENTS ON THE OVERALL STATE OF THE TWWHA

Tasmanians who had recently visited the TWWHA were asked to identify positive and negative aspects about the overall current state of the TWWHA, and any changes that they had noticed in the area over the past 5 years. The comments presented below are as summarised by the independent market research firm responsible for conducting the survey and analysing the data.

Positive comments about the overall state of the TWWHA included:

- Increased awareness has had a good effect.
- They are doing a good job with providing tracks and information.
- Rehabilitation has started to occur and is now visible.
- I wouldn't go if it weren't well kept.

Negative comments about the overall state of the TWWHA included:

- They are locking up too much land, which you have to pay to see.
- Overland tracks aren't well kept.
- I have concerns about how many people enter the areas.

The ways in which the Tasmanian public considered that the overall state of the TWWHA had improved over the past 5 years included:

- The upgrading of walking tracks.
- More human resources.
- More public awareness of conservation values.
- The government has more understanding of global conventions.
- Logging and quarrying have been reduced.
- Signage and information is better.
- More areas are now protected.
- Boardwalks to stop people trampling it down.
- The Green Movement has resulted in politicians taking it seriously.
- Huts for tourists.

The ways in which the Tasmanian public considered that the overall state of the TWWHA had deteriorated over the past 5 years included:

- The expense of getting into these areas.
- The decrease in funding makes it difficult to manage the areas well.
- Too much logging is occurring and being kept from the public.
- The total lack of access.
- More people visiting means greater impact on the environment.
- Building duckboards may wreck the area.
- Whoever nominates these areas needs not to go overboard.

- Tourism can be a good thing.
- The Tarkine Road⁸⁴.
- Vandalism of walking tracks.

7.3.2 Key factors affecting overall management performance

Assessors: World Heritage Area Consultative Committee (WHACC); Department of the Environment and Heritage (DEH); Tasmanian Aboriginal Land Council (TALC); staff of the then managing agency (MA) including natural and cultural heritage specialists, planning and operational staff, senior managers, and others.

KEY FACTORS CONTRIBUTING POSITIVELY TO MANAGEMENT PERFORMANCE

Stakeholders were asked to identify the key factors that had contributed positively to overall management performance for the TWWHA over the 1992–1999 period. The key factors are presented below in descending order of frequency of mention by stakeholders, i.e. the factor identified by most stakeholders is number one.

The key factors that contributed positively to management performance for the TWWHA over the 1992–1999 period were:

1. The level of Federal–State funding for management (WHACC, DEH, MA).

For example:

- money—especially federal funding; also more funds from other sources e.g. entry fees, Natural Heritage Trust; (WHACC)
- Commonwealth funding, including Natural Heritage Trust (NHT) funds; (DEH)
- the level of Federal–State funding for management of the TWWHA, and funding for specific conservation programs and presentation projects (e.g. through NHT funding). (MA)

2. Public support and cooperation for management (WHACC, DEH, MA).

For example:

- public cooperation and community involvement in management eg through planning processes; (WHACC)
- high degree of Commonwealth–State cooperation; (DEH)
- public lobbying in support of protection and management of the TWWHA, and the cultural shift that elevated the TWWHA to become ‘something to be proud of’. (MA)

3. Good staff (WHACC, DEH, MA)

For example:

- good to excellent and dedicated PWS staff; the positive approach of the Director (Max Kitchell) and better internal PWS management; (WHACC)
- dedicated and cooperative Parks and Wildlife Service personnel; (DEH)
- the level of expertise, commitment and hard work of key personnel within the managing agency. (MA)

4. An effective Consultative Committee (WHACC, DEH, MA)

For example:

- the success of the Consultative Committee in providing consensus advice on many contentious management decisions, and the willingness of the managers and Ministerial Council to accept the advice; (WHACC)
- an effective World Heritage Area Consultative Committee; (DEH)
- an influential and effective World Heritage Area Consultative Committee with active committed members (in particular the Chair). The WHACC has proven

84 Note that this road is not in the TWWHA.

a useful sounding board on major issues affecting the TWWHA and has been instrumental in resolving a number of key issues. (MA)

5. A good management plan and key management strategies (WHACC, MA)

For example:

- the Walking Track Management Strategy; (WHACC, MA)
- the Minimal Impact Bushwalking program; (WHACC, MA)
- the WHA Interpretation Strategy. (MA).

6. Good science (WHACC, MA)

For example:

- research and monitoring at Exit Cave and Gordon River; (WHACC, MA)
- the overall contribution of scientific research to management of the TWWHA (MA)
- vegetation mapping and sensitivity mapping. (MA)

7. No major wildfires over the period (WHACC, MA)

Additional factors identified by the above assessors included:

- the provision of Visitor Centres; (WHACC)
- a strong agency commitment to addressing difficult issues to protect the natural and cultural heritage e.g. Lune River quarry, grazing on the Central Plateau, implementing Fuel Stove Only Areas, managing Gordon River erosion; (MA)
- the overall administrative arrangements for the TWWHA, including the WHA Ministerial Council, WHA advisory committees, and Parks and Wildlife Service generally proved effective. (MA)

Note: The Tasmanian Aboriginal Land Council did not identify any factors that had contributed positively to overall management performance during the 1992–1999 period.

KEY FACTORS LIMITING OR THREATENING MANAGEMENT PERFORMANCE

Stakeholders were asked to identify the key factors that had limited or threatened overall management performance for the TWWHA over the 1992–1999 period. The factors identified are presented below in descending order of frequency of mention by stakeholders, e.g. the factor identified by most stakeholders is number one.

The key factors that limited or threatened overall management performance for the TWWHA over the 1992–1999 period were:

1. Inadequate resources and uncertainty of future funding (WHACC, DEH, MA)

For example:

- inadequate resources and uncertainty of funding future; (WHACC)
- greater Tasmanian Government funding to further supplement Commonwealth funding would have been preferred; (DEH)
- the level of State–Federal funding for World Heritage management (although relatively high compared to other State-managed World Heritage Areas) only allowed for implementation of the highest priority management actions prescribed by the 1992 management plan. (MA)

2. Inadequate community engagement and support (WHACC, TALC, MA)

For example:

- a lot of people were confused for a lot of the time; (WHACC)
- antagonism and resentment towards the managing agency from some individuals or groups who felt the World Heritage Area had been imposed upon them and restricted their use of the area; (MA).

- Aboriginal involvement has been limited to infrequent and inappropriate projects. There is insufficient acknowledgment and respect by other WHA managers that the entire World Heritage Area is an Aboriginal landscape and therefore should have Aboriginal involvement in all aspects of management. (TALC)

3. Political decisions were not always consistent with World Heritage management objectives (WHACC, MA)

For example:

- political decisions were not always consistent with World Heritage management objectives; (WHACC)
- political issues have been a distraction (Ministers like to take up minor issues) or a hindrance to good management through lack of political will and leadership; (WHACC)
- political considerations sometimes delayed action or resulted in departures from approved management strategies. (MA)

4. Slow response/low priority for managing impacts and threats to values (DEH, MA)

For example:

- earlier development and implementation by the Tasmanian Government of measures to address visitor impacts in sensitive areas (walker permits/quota system) would have been preferred; (DEH)
- while management of impacts and threats on the natural and cultural values received attention over the management period, the level of resourcing was not always sufficient to ensure the protection of values e.g. from fire, weeds, diseases, and walker impacts; (MA)
- some important staffing positions for the management of protection and conservation remained unfunded (e.g. the WHA fire officer position remained unfilled for more than a year; the position of Aboriginal Heritage Officer for the World Heritage Area was lost). (MA)

5. Inadequacy of fire management (WHACC, MA)

For example:

- the inadequacy of burning as prescribed in fire management plans; (WHACC)
- failure to resolve and address some long-standing fire management issues; (MA)
- inadequate resources to allow required fire management research, planning and program implementation. (MA)

6. Delays with site plans (WHACC, MA)

For example:

- frustration over delays on site plans e.g. Melaleuca; (WHACC)
- considerable delays in finalising and then implementing approved site plans for key areas due to agency priorities in other areas. (MA)

Additional factors identified by the above assessors included:

- Natural Heritage Trust funding was largely put into onsite presentation, and not into protection, conservation, rehabilitation or education; (WHACC)
- the frequency of departmental changes and restructures over the period reduced staff time spent on work programs for the TWWHA; (MA)
- there were sometimes difficulties in arranging timely meetings of relevant decision-making bodies for the TWWHA e.g. Ministerial Council; (MA)
- demands on World Heritage staff to attend to broader agency needs to some extent diluted effort in World Heritage Area management, although it provided benefits in other areas; (MA)
- lack of coordination between head office staff and field staff hindered management performance during the early stages of the 1992–1999 period but was more effectively addressed during the latter part of the 1992–1999 period. (MA)

7.3.3 Performance of the Parks and Wildlife Service

ASSESSMENT BY KEY STAKEHOLDERS

Assessors: World Heritage Area Consultative Committee (WHACC) and Department of the Environment and Heritage (DEH).

Stakeholder assessments of the performance of the Parks and Wildlife Service

Assessor	Performance of the Parks and Wildlife Service <i>Q: How would you rate the performance of the Parks and Wildlife Service since 1992?</i>
WHACC	<p>93% of the World Heritage Area Consultative Committee considered that the performance of the Parks and Wildlife Service had been satisfactory or better over the 1992–1999 period.</p>
Department of the Environment and Heritage	The performance of the national parks managing authority in managing the TWWHA over the 1992–1999 period was good.

Comments on the performance of the Parks and Wildlife Service

The World Heritage Area Consultative Committee provided the following comments and suggestions regarding the performance of the Parks and Wildlife Service.

- PWS is slowly getting its act together—becoming more professional and more responsive.
- The major failure of the PWS has been its inability to educate and inspire politicians to do what has to be done (no blame here, it most often would have been impossible).
- Each year, the Parks and Wildlife Service needs to make one or two areas or projects the priority and ‘really get somewhere with them’.

ASSESSMENT BY THE TASMANIAN PUBLIC

The views of the Tasmanian public were determined through telephone surveys of randomly selected Tasmanian residents conducted in late 1999 and 2000 by a market research firm on behalf of PWS (EMRS 2000a, EMRS 2000b). The sample sizes of the surveys were 500 and 1,113 respectively.

The assessments below reflect the views of: (1) the Tasmanian general public and (2) Tasmanians who had visited the TWWHA sometime during the last year.

Tasmanian general public's assessment of PWS performance

Assessor	Performance of the Parks and Wildlife Service <i>How would you rate the performance of the Parks and Wildlife Service and others in managing the World Heritage Area?</i>														
Tasmanian general public	<table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1 (very poor)</td> <td>3%</td> </tr> <tr> <td>2 (poor)</td> <td>7%</td> </tr> <tr> <td>3 (satisfactory)</td> <td>26%</td> </tr> <tr> <td>4 (good)</td> <td>34%</td> </tr> <tr> <td>5 (very good)</td> <td>19%</td> </tr> <tr> <td>6 (unsure)</td> <td>11%</td> </tr> </tbody> </table> <p>79% of the general Tasmanian public considered that the performance of the Parks and Wildlife Service and other managers of the TWWHA was satisfactory or better, with 53% considering it to be good or very good. 10% considered performance to be less than satisfactory.</p>	Rating	Percentage	1 (very poor)	3%	2 (poor)	7%	3 (satisfactory)	26%	4 (good)	34%	5 (very good)	19%	6 (unsure)	11%
Rating	Percentage														
1 (very poor)	3%														
2 (poor)	7%														
3 (satisfactory)	26%														
4 (good)	34%														
5 (very good)	19%														
6 (unsure)	11%														

Source: EMRS 2000b, from data presented in Table 2. (Survey sample size =1,113)

Tasmanian recent visitors' assessment of PWS performance

Assessor	Performance of the Parks and Wildlife Service <i>How would you rate the performance of the Parks and Wildlife Service and others in managing the World Heritage Area?</i>														
Tasmanian public (recent visitors to the TWWHA)	<table border="1"> <thead> <tr> <th>Rating</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1 (very poor)</td> <td>1%</td> </tr> <tr> <td>2 (poor)</td> <td>4%</td> </tr> <tr> <td>3 (satisfactory)</td> <td>28%</td> </tr> <tr> <td>4 (good)</td> <td>42%</td> </tr> <tr> <td>5 (very good)</td> <td>24%</td> </tr> <tr> <td>6 (unsure)</td> <td>1%</td> </tr> </tbody> </table> <p>94% of Tasmanians who had recently visited the TWWHA considered the performance of the Parks and Wildlife Service and other managers was satisfactory or better with 66% assessing it as very good or good, and only 5% considering it to be poor.</p>	Rating	Percentage	1 (very poor)	1%	2 (poor)	4%	3 (satisfactory)	28%	4 (good)	42%	5 (very good)	24%	6 (unsure)	1%
Rating	Percentage														
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3 (satisfactory)	28%														
4 (good)	42%														
5 (very good)	24%														
6 (unsure)	1%														

Source: EMRS 2000a. (Survey sample size=500. The data in the above figure reflect the subset of 170 Tasmanians who had visited the TWWHA in the past year.)

Comments on the performance of the Parks and Wildlife Service

A random sample of Tasmanians who had recently visited the TWWHA provided the following comments on the performance of the Parks and Wildlife Service. The comments are presented as summarised by the independent market research firm responsible for conducting the survey and analysing the data.

By far the most common comments made by Tasmanians who had recently visited the TWWHA related to work being done well against a background of limited resources.

Positive comments included:

- For the numbers they have, they achieve a good level of preservation and facilitation for eco-tourists. They are underfunded though.
- The officers involved are very keen on what they do.
- They are trying to make it more accessible.
- Underfunded and understaffed.
- They were very helpful—they had the information we needed and were happy to give advice and direction.
- There is a good level of patrolling for poachers.
- They are looking after wild birds.
- Cradle Mountain was great and fantastic.

Negative comments included:

- They have a prevailing mindset that is not helpful.
- Vested interests in Parks and Wildlife keep people out of areas.
- They waste a lot of money due to government and public service attitudes.

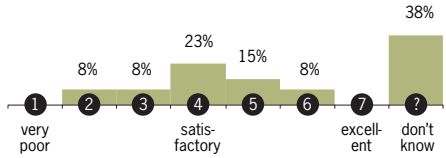
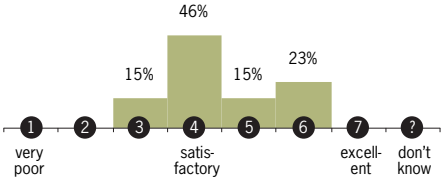
7.4 General management and arrangements

7.4.1 Management plan and planning process

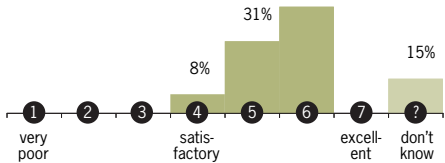
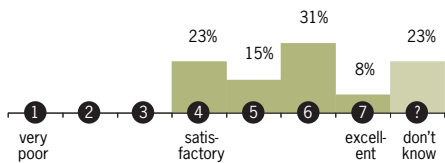
Assessors: The World Heritage Area Consultative Committee (WHACC) and Department of the Environment and Heritage (DEH) were invited to assess and provide comment on the 1992 and 1999 TWWHA management plans and the planning process used in developing these plans.

ASSESSMENTS OF MANAGEMENT PERFORMANCE

Stakeholder assessments of the 1992 management plan and planning process

Assessor	Planning process for the 1992 TWWHA management plan <i>Q: How would you rate the 1992 TWWHA management planning process?</i>	1992 TWWHA management plan <i>Q: How would you rate the 1992 TWWHA management plan?</i>
WHACC	 <p>There was a wide range of views amongst members of the Committee who were familiar with the planning process for the 1992 plan. (Note that a relatively high proportion of WHACC members in 1999 had not been on the Committee during the relevant period and so were unfamiliar with the planning process for the 1992 plan.)</p>	 <p>WHACC generally considered that the 1992 management plan was satisfactory or better (84%), with 23% considering it to be very good, although 15% considered it to be somewhat less than satisfactory.</p>
Department of the Environment and Heritage	Both the 1992 management plan and planning process were slightly less than satisfactory (both rated 3).	

Stakeholder assessments of the 1999 management plan and planning process

Assessor	Planning process for 1999 TWWHA management plan Q: How would you rate the 1999 TWWHA management planning process?	1999 TWWHA management plan Q: How would you rate the 1999 TWWHA management plan?
WHACC	 <p>WHACC unanimously considered that the 1999 planning process was satisfactory or better, with almost half of the Committee (46%) considering it to be good.</p>	 <p>WHACC unanimously considered that the 1999 management plan was satisfactory or better, with 8% considering it to be excellent.</p>
Department of the Environment and Heritage	Both the 1999 management plan and planning process were good (rating 6).	

Comments on the 1992 and 1999 management plan and planning process

WHACC considered that the 1992 TWWHA management plan was a comprehensive plan that brought a large and diverse area under management control. However, the Committee also considered that the last minute political changes to the management plan were 'an abuse of process'. Similarly, Department of the Environment and Heritage commented 'the integrity of the final [1992] plan was compromised by the incorporation of numerous amendments that reflected the political lobbying of specific interest groups. The final document was therefore not truly representative of the broader consultative process.'

Both WHACC and DEH considered that the 1999 TWWHA management plan and planning process reflected a significant improvement on the 1992 plan and process. In particular, WHACC considered that the planning process for the 1999 management plan was 'probably as good as it gets' while DEH considered that the 1999 plan reflected a broader consultative process in its preparation and greater participation by interest groups.

DEH considered that the 1999 plan provides a sound basis for the management of the area's World Heritage values, and also commended the framework for addressing emerging management issues and the clear pathway for decision-making.

WHACC considered that the 1999 management plan is 'best practice both in terms of its broad community involvement in its development and the final document'. However, it also considered that the plan was not prescriptive enough to protect World Heritage values in the absence of a guaranteed right of appeal process against administrative decisions.

POSITIVE AND NEGATIVE ASPECTS OF THE 1992 MANAGEMENT PLAN

WHACC identified the following additional positive and negative aspects of the 1992 management plan and planning process.



Tim O'Loughlin (Planning Officer for the TWWHA) was responsible for coordinating the planning process and developing the 1999 TWWHA management plan, which built on the strong foundation laid by the first (1992) management plan. The 1999 plan was recently awarded the Planning Institute of Australia's state and national Award of Excellence in the category for Environmental Planning or Conservation. In addition, the plan received the Planning Minister's Award as the overall winner across all categories of the 2003 national awards for planning excellence.

Photo by Sophie Underwood

Positive and negative aspects of the 1992 management plan—WHACC

Positive aspects	Negative aspects
<ul style="list-style-type: none"> The plan focused on values to be managed The plan was good because it was prescriptive and provided a clear set of specific actions, and also included preambles which explained issues. The planning process was clear, with timetables, background information and options. It was energetic and tried to consult broadly. The process succeeded in providing some outreach to most key groups. Public education was achieved through involvement with the plan. The plan fostered a new sense of pride in our wild heritage. 	<ul style="list-style-type: none"> The plan was possibly overly rigid in some areas; The plan provided only a very basic account of Aboriginal values and inadequate management prescriptions; There was no index in the document; The plan was subject to last minute political changes by the Minister overriding sensible thought-out decisions. The planning process could have benefited from better media presentation and outreach beyond Tasmania and Australia.

POSITIVE AND NEGATIVE ASPECTS OF THE 1999 MANAGEMENT PLAN

WHACC identified the following additional positive and negative aspects of the 1999 management plan and planning process.

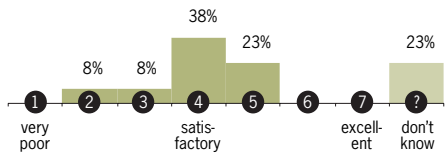
Positive and negative aspects of the 1999 management plan—WHACC

Positive aspects	Negative aspects
<ul style="list-style-type: none"> The plan focused on values to be managed. Excellent/vastly improved public consultation which provided public education and debate of issues; Better indexing and easier style to read; Addresses issues in a constructive manner. 	<ul style="list-style-type: none"> The management plan should have had an integrated visitor strategy. Poor timing of release of draft plan for comment at Christmas.

7.4.2 Implementation of the 1992 management plan

Assessor: World Heritage Area Consultative Committee (WHACC)

Stakeholder assessment of the rate of progress in implementing the 1992 management plan

Assessor	Rate of progress in implementing the 1992 management plan <i>Q: How would you rate the progress in implementing the provisions of the 1992 management plan?</i>
WHACC	 <p>WHACC generally considered that the rate of progress in implementing the provisions of the 1992 management plan was satisfactory to somewhat better than satisfactory, although 16% of the Committee considered that the rate of progress was less than satisfactory.</p>

Comments on the implementation of the 1992 management plan

WHACC provided the following comments:

- It's a huge task to manage the implementation of the plan, but the management system is evolving.
- Implementation of some projects was limited by availability of funding. Many provisions of the plan could not be implemented during the life of the plan. However, on-ground works appear to be consistent with the plan and many issues have been successfully resolved.
- There may have been some loss of efficiency due to confusion between Parks and Wildlife Service and World Heritage responsibilities and priorities.

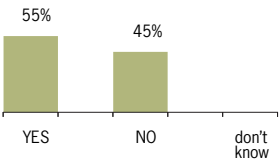
Individual members of WHACC provided the following additional comments:

- There seems to be a lack of overall direction behind the way the plan is implemented—it is as though the plan is one of the factors taken into account when working out the annual budget. Until the evaluation work in recent times, no one seemed to be taking an overview.
- A lack of clear annual goals and targets may have limited performance—there should be more concrete project goals set with time frames.
- The frustrations with political realities have been very negative for highly motivated Parks and Wildlife Service managerial staff.

7.4.3 Balance of management effort across responsibilities

Assessors: World Heritage Area Consultative Committee (WHACC) and Department of the Environment and Heritage (DEH)

Stakeholder assessments of the balance of management effort across responsibilities

Assessor	Balance of management effort right? <i>Q: Was management effort for the TWWHA balanced across the responsibilities of World Heritage management (ie identification, conservation, protection and presentation) and appropriately focussed on the management of World Heritage and other significant heritage values?</i>
WHACC	 <p>WHACC did not have a consensus view on this matter—55% of the Committee considered that management effort had been appropriately balanced⁸⁵ and focussed, and 45% considered that it had not.</p>
Department of the Environment and Heritage	Management effort for the TWWHA was appropriately balanced.

⁸⁵ Note that this assessment was provided before detailed reports were available of the distribution of funds to project areas (see Figure A2-2).

Comments on the balance of management effort

WHACC provided the following suggestion:

- there should in future be significantly more effort and resources on research related to the identification of World Heritage values.

7.4.4 Management of significant or controversial issues

Assessors: The World Heritage Area Consultative Committee, Department of the Environment and Heritage, the Tasmanian Aboriginal Land Council and staff of the then managing agency were invited to provide comments on the management of significant or controversial issues over the 1992–1999 period.

Comments on the management of significant or controversial issues

WHACC provided comments on a variety of controversial issues that arose over the 1992–1999 period. The following general comments have been compiled from the specific comments provided on individual issues.

- The Committee believes that the primary concern of managers and other decision-makers should be to protect the values of the World Heritage Area.
- The provisions of management plans should be interpreted legitimately to avoid the perception of plans being interpreted at will to suit political pressure groups.
- Some issues require energy and critical analysis, with more time to educate the political decision-makers. Important issues should not be left to local political point scoring; they need to be debated at a higher level.
- Scientific input and monitoring can provide important input to addressing some issues of conflict (as demonstrated in management of Gordon River erosion, and horseriding).
- Community involvement is essential but it should be both meaningful and credible—stakeholders should not have reason to feel they have been ‘dudged’ by a process that is tainted.
- The Walking Track Strategy problem is far too big an issue to be left unsolved for so long—it should be the absolute highest priority for the PWS and every effort made to educate people about the problem and get the political will to fix it.

Staff of the managing agency provided the following suggestion:

- There may be a role for a formal dispute resolution procedure that includes independent facilitation and, if necessary, mediation and arbitration where other attempts to resolve controversial issues are unsuccessful, e.g. in the case of the introduction of walker permits.

DEH and TALC did not provide any comments on the management of significant or controversial issues.

7.4.5 Community engagement and support for the TWWHA

WORKING RELATIONS BETWEEN PWS AND THE COMMUNITY

Assessor: World Heritage Area Consultative Committee (WHACC) and staff of the then managing agency (MA) including the Community Partnerships Section⁸⁶ and operational staff.

⁸⁶ The Community Partnerships Section (DPIWE) is no longer part of the managing agency for the TWWHA since the Parks and Wildlife Service became a division of the Department of Tourism, Parks, Heritage and the Arts (DTPHA) in 2002.

Stakeholder assessments of PWS/community working relations

Assessor	Community/PWS working relations—stronger or weaker? <i>Is the current working relationship between the community and the PWS stronger or weaker than it was in 1992?</i>	Current state of working relations between the community and PWS <i>How would you rate the current working relationship between the community and the PWS for the TWWHA?</i>
WHACC	<p>WHACC generally considered that working relations between the managing agency and the community improved considerably over the 1992–1999 management period. 77% of the Committee considered that working relations had grown stronger, and none considered that working relations had got weaker.</p>	<p>About two thirds of the Committee (69%) considered that the current working relations between the managing agency and the community were satisfactory or better, while the remaining third considered that the current situation is still unsatisfactory.</p>
Managing agency (Community Partnerships Section)	Working relations between PWS and the community are a lot better than at the beginning of the 1992–1999 period.	The current state of community/PWS working relations is generally satisfactory.

Comments on the working relationship between PWS and WHACC

In addition to the above comments on working relations between PWS and the general community, WHACC provided the following comments on the Committee's relationship with PWS.

WHACC unanimously considered the working relationship between PWS and WHACC had been good to excellent over the term of the first management plan, and identified the following positive aspects of the relationship:

- the informality and willingness of Parks and Wildlife Service staff to discuss openly controversial issues assists the Committee greatly;
- very good information support for meetings;
- committed staff time, adequate budget, significant information resources, staff who give up weekends and travel long distances to meetings;
- Parks officers have 'freed up' and see the WHACC as a supporting tool;
- PWS seems to value the opinions of WHACC.

Only one negative aspect of the working relationship was identified by WHACC:

- there should be a more formal information feedback loop—the Committee should be informed as to why some of WHACC's recommendations are not accepted.

COMMUNITY SUPPORT FOR THE TWWHA

Assessor: World Heritage Area Consultative Committee (WHACC)

Stakeholder assessment of community support for the TWWHA

Assessor	Community support for the TWWHA—stronger or weaker? <i>Q: Is the current level of community support for the TWWHA stronger or weaker than it was in 1992?</i>	Current state of community support for the TWWHA <i>Q: How would you rate the current level of community support for the TWWHA?</i>
WHACC	<p>WHACC unanimously considered that the level of community support for the TWWHA was stronger now than it was at the beginning of the 1992–1999 period.</p>	<p>80% of WHACC considered that the current level of community support for the TWWHA is satisfactory or better.</p>

Comments on community engagement and support for the TWWHA

POSITIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following positive aspects of management performance for community engagement and support for the TWWHA :

1. A major shift towards talking between managers and the community (WHACC, MA)

For example:

- managers have started to talk to groups and establish processes leading to an improved response to community views; (WHACC)
- a start was made to building ‘bridges’ between the managing agency and the community; (MA)
- greater opportunities were provided for the community to input to management decision-making processes; (MA)
- there was an increased willingness by staff to engage with the community both in consultation and volunteer areas. (MA)

2. Joint management projects and activities (WHACC, MA)

For example:

- initiatives such as the Community Hut Partnerships and the Track Assessment Group have been successful at involving the community in hands-on assistance and advice; (WHACC)
- Aboriginal engagement and partnerships; (WHACC)
- joint projects between the managing agency and community groups worked well where there was a genuine commitment to caring for the area and its values; (MA)
- volunteer programs greatly increased the direct involvement of local communities in management of the area and also assisted management effort. (MA)

3. Successful operation of the World Heritage Area Consultative Committee (DEH, MA)

For example:

- WHACC has proven a useful sounding board on major issues affecting the TWWHA and has been instrumental in resolving a number of key issues. The broad acceptance of the 1999 TWWHA management plan would not have been possible without WHACC’s involvement in its development. (MA)

Other positive aspects identified by the above assessors included:

- better internal consultation, eg through the Tourism in Natural Areas Group; (WHACC)
- creation of the Community Partnerships Section within the managing agency. (MA)

NEGATIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following negative aspects of management performance for community engagement and support for the TWWHA.

1. Lack of trust in community consultation processes (WHACC, MA)

For example:

- community consultation has been inappropriate in some areas, eg walking clubs feel the consultation for the Walking Track Management Strategy was not serious or respectful; (WHACC)
- some groups established to represent communities were prone to politicisation, with the emergence of intermediaries who did not represent the views of their local community; (MA)
- there was some continuing distrust of the managing agency's intentions, based on past experiences. (MA)

2. Lack of communication and cooperation between managers (WHACC, TALC)

For example:

- cooperation between Departments was not always good; (WHACC)
- there was a lack of effective communication with the Aboriginal community. (TALC)

3. Resistance to participation in community engagement (WHACC, MA)

For example:

- slowness of some PWS staff to engage with communities; (WHACC)
- there was some resistance to increased participation opportunities from existing community networks and peak organisations. (MA)

4. Community engagement programs (WHACC, MA)

For example:

- Community Partnerships, Adopt-a-Track, and District Community Consultative Committees could be done better; (WHACC)
- PWS community engagement programs have been positive in many areas (e.g. WILDCARE volunteers); however success in some areas has been mixed and requires more work. (MA)

Other negative aspects identified included:

- some lack of community understanding and acknowledgment of the legitimate management role of the managing agency; (MA)
- Departmental restructures and changes in community liaison groups created difficulties in maintaining ongoing continuity and a regular schedule of meetings. (MA)

ADDITIONAL COMMENTS AND SUGGESTIONS

WHACC:

- The fire has gone out of the debate—people have learned that the World Heritage Area is nothing to fear—but we still have a lot of work to do to make the World Heritage Area concept welcomed rather than merely accepted.

- There needs to be more proactive consultation—not reactive consultation with disaffected communities.
- There needs to be more integration and more Aboriginal involvement in management.

7.4.6 Management arrangements for Aboriginal heritage

Assessors: Cultural heritage specialists of the managing agency (MA) and the Tasmanian Aboriginal Land Council (TALC) were invited to provide comments on the management arrangements for Aboriginal heritage.

Comments on management arrangements for Aboriginal heritage

Cultural heritage specialists of the managing agency considered that Aboriginal management arrangements were insufficient over the 1992–1999 period and remain so. However, they considered the transfer of title of 3 key cave sites from Crown Land to Aboriginal Land was a significant positive step.

TALC considered that the management of Aboriginal heritage in the TWWHA over the 1992–1999 period was poor and that there were minimal positive changes or initiatives related to management of Aboriginal heritage. TALC identified a lack of effective communication between the managing agency and the Aboriginal community as a significant limiting factor. Other comments included:

- There was minimal Aboriginal involvement in management, and involvement in projects was dictated by Government officials.
- Despite the frequently stated position of involving the Aboriginal community more in management of the TWWHA, our involvement has been limited to infrequent and inappropriate projects whereby ownership of cultural knowledge has been hijacked by PWS/Government.

TALC further considered that its recommendations would be unlikely to be heeded by the managing agency. For example, TALC stated ‘the 3 cave sites monitored by the TALC show evidence of excessive human activity by cavers and bush walkers. If the Aboriginal community decides it wants to close access to these caves, our position would be ignored by the Parks and Wildlife Service.’

TALC provided the following suggestions for improving management.

- The Aboriginal community should have greater access to resources and own the cultural information.
- The entire World Heritage Area is an Aboriginal landscape and therefore should have Aboriginal involvement in all aspects of management.

7.4.7 Public safety and other operational responsibilities

Assessors: The World Heritage Area Consultative Committee (WHACC) and staff of the managing agency (MA) including asset management and operational staff. Assessors were invited to identify positive and negative aspects of management performance for public safety and other operational responsibilities.

Comments on public safety and other operational responsibilities

POSITIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following positive aspects of management performance for public safety and other operational responsibilities:

1. Improved risk management of facilities (WHACC, MA)

For example:

- the review of elevated structures; (WHACC)

- a greater focus on public safety and liability issues; (MA)
- improved risk management for facilities and compliance with engineering standards. (MA)

2. Interdepartmental coordination of fire and rescue operations (WHACC, MA)

For example:

- fire management and inter-agency cooperation on bushfires (including better understanding of values); (WHACC)
- marked improvements in cooperation between PWS and Forestry Tasmania over the 1992–1999 period resulted in higher fire management standards; (MA)
- continuing good liaison with Police Tasmania regarding Search and Rescue training and operations. (MA)

3. Improvements in operational arrangements (WHACC, MA)

For example:

- the introduction of operational planning systems and staff service agreements; (WHACC)
- the inception of seasonal fire crews as a result of recommendations in the Bale Report (Bale, 1993); (MA)
- the upgrade of radio communication system. (WHACC)

Other positive aspects identified included:

- improved sanitation arrangements, e.g. provision of toilets (including remote area toilets) and provision of a major sewage treatment plant at Lake St Clair. (MA)
- the safe bushwalking educational campaign was very successful. (MA)

NEGATIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following negative aspects of management performance for public safety and other operational responsibilities:

1. Litigation and associated costs (WHACC, MA)

For example:

- lack of protection [of the managing agency] against litigation [e.g. from individuals seeking compensation for injuries sustained in the TWWHA]; (WHACC)
- there was an increase in litigation and associated costs to the managing agency; (MA)
- there was a lack of clarity surrounding responsibility for costs incurred by search and rescue operations and legal claims arising from injuries sustained in the TWWHA. (MA)

2. Poor sanitation in some areas of the TWWHA (WHACC, MA)

For example:

- continued poor water quality at Walls of Jerusalem; (WHACC)
- despite improved sanitation, there are still problems with human waste and gastroenteritis, and increasing numbers of walkers. (MA)

Other negative aspects identified included:

- deaths, lost persons and serious injuries in the TWWHA were not systematically monitored and documented e.g. Departmental file records of deaths were incomplete and those that were recorded were not consistently reported. (MA)

7.4.8 Administrative arrangements for the TWWHA

Assessors: The World Heritage Area Consultative Committee (WHACC) was invited to provide comments on the administrative arrangements for the TWWHA.

Comments on administrative arrangements for the TWWHA

WHACC provided the following comments.

ABOUT THE TWWHA MINISTERIAL COUNCIL:

- There were delays in convening meetings and a failure to meet when required.
- Ministers are not involved enough to understand the issues.
- There was a lack of commitment and feedback.

ABOUT TWWHA STANDING COMMITTEE:

- The role of the Standing Committee is largely redundant.

ABOUT WHACC'S OWN PERFORMANCE:

- The Committee is too reactive—it considers the issues that are put before it (which is fine in itself) but it should have agenda items that it takes a real interest in, have some policy objectives, ensure that they are addressed at each meeting and follow through on decisions between meetings. In addition to referred issues, WHACC needs to set and pursue its own agenda.
- The frequency and regularity of WHACC meetings contributes to the influence of the Committee by enabling it to be in the decision-making loop without holding up progress too much.
- Appointment of people with little on-the-ground knowledge or interest but as representatives of a sector may be a waste of an opportunity to access more information.
- There may be value in having some meetings dedicated to themes.

7.4.9 Additional comments on general management

All stakeholders involved in this evaluation were invited to provide any additional comments on management performance and/or suggestions for improving management of the TWWHA. The comments and suggestions provided are grouped below according to topic.

Stakeholders' comments on illegal activities

WHACC:

- Legislation is needed to facilitate the apprehension of illegal fire-lighters.

STAFF OF THE MANAGING AGENCY:

Management of illegal activities could be improved by:

- increasing surveillance and/or patrols (requires increased staffing);
- increasing penalties for illegal activities;
- targeting education programs to increase community awareness of the impacts of illegal activities (e.g. of introducing trout into trout-free waters); and of penalties that apply; and encouragement/incentives for reporting illegal activities; and
- investigating and as appropriate applying the experience of other states that have introduced tagging or certification systems to track the sources of protected plant species and valuable timbers.

Stakeholders' comments on management of adjacent land

DEPARTMENT OF THE ENVIRONMENT AND HERITAGE:

- There is a need to maintain options for the maximum retention and protection of potential World Heritage values on adjacent lands, particularly in relation to the Australia-wide themes referred to in the Regional Forests Agreement (RFA) and Table 1.7 of the June 1997 report of the RFA Tasmanian World Heritage Expert Panel (1997). Careful management of the State Forests and other lands adjacent to the World Heritage Area is required consistent with the RFA to reduce or avoid impacts on World Heritage values within the TWWHA and potential World Heritage values outside the area.

Stakeholders' comments on monitoring and evaluation

WHACC:

- The monitoring and evaluation project measuring the degree to which the 1992 management plan has been successfully implemented is leading edge and has attracted international interest.

DEPARTMENT OF THE ENVIRONMENT AND HERITAGE:

- The monitoring approach is highly commendable and warrants extension to include other issues of public concern such as impacts on other users, particularly remote area users, of overflights and commercial guided tours.
- There is a need to expand and extend monitoring programs to include more monitoring of World Heritage values (in addition to current impacts monitoring work) as a consequence of the focus afforded by the *Environment Protection and Biodiversity Conservation Act* on the protection of World Heritage values.
- There are numerous references in the 1999 management plan to actions being monitored. It is not known to what extent this has occurred. A separate assessment of the monitoring commitments undertaken is recommended.

STAFF OF THE MANAGING AGENCY:

- There may be benefit in establishing long-term state-wide programs to monitor the condition of selected natural and cultural values and threats through collaborative projects between government agencies and others with interests in the TWWHA (e.g. Tasmanian Together initiatives, State of the Environment Reporting, Natural Resource Management Strategy etc).
- Future monitoring programs for the condition of values and threats could be improved by:
 - identifying (or establishing a process for identifying) appropriate targets, desired ranges, and/or limits for performance indicators; and
 - identifying (or establishing a process for identifying) specific 'trigger points' for indicators at which point prompt additional management effort would be directed towards better achieving objectives. To the extent possible, a pre-determined course of management action or range of options should be determined at the time of establishing the above trigger points.
- Monitoring and evaluation for cultural heritage to date has generally been insufficient.

Stakeholders' comments on tools to support management

STAFF OF THE MANAGING AGENCY:

- Computer-based data management systems are needed to improve operational management and performance reporting across a variety of arenas. Identified data management needs include:
 - well-maintained resource data and maps of natural and cultural values and other related data including fire records;
 - the nature, incidence and location of legal infringements;
 - the nature, incidence and location of public health and safety incidents in the TWWHA (including deaths, serious injuries, lost persons or other public health and safety incidents).
 - visitor numbers to various parts of the TWWHA;
 - asset management, in particular the provision or removal of buildings, facilities and other assets in the TWWHA, including consistent records of development proposals, assessments and determinations;
 - the monitored condition of selected natural and cultural values, and of threats or pressures on those values; and
 - financial and staff resources applied to various management responsibilities for the TWWHA;
 - the extent of implementation of prescribed actions of the TWWHA management plan;
 - well-maintained databased lists of TWWHA-related publications and reports (especially those produced by the managing agency and related agencies).

Stakeholders' comments on the standard and practice of management

DEPARTMENT OF THE ENVIRONMENT AND HERITAGE:

- The level of expertise of Parks and Wildlife Service personnel in World Heritage management increased during the 1992–1999 management period.

The World Heritage Area Consultative Committee is an independent body of appointed scientific and community representatives that regularly meets to consider management issues facing the TWWHA and provide advice to government. Here Committee members discuss plans for a proposed tourism development at Pump House Point with the developer's representative and staff of the managing agency.

Photo by Glenys Jones



7.5 Identification and understanding of values

Assessments of management performance

Assessors: World Heritage Area Consultative Committee (WHACC); Department of the Environment and Heritage (DEH), natural and cultural heritage specialists of the management agency (MA).

Stakeholder assessments of the identification of values

Assessor	Identification of values—better or worse? <i>Q: Is the current state of identification of the values of the TWWHA better or worse than it was in 1992?</i>	Current state of identification of values <i>Q: How would you describe the current state of identification of the values of the TWWHA?</i>
WHACC	<p>14% 29% 36% 21%</p> <p>1 a lot worse 2 3 the same 4 5 a lot better 6 7 don't know</p> <p>57% of WHACC considered that the identification of values in the TWWHA is better now than it was at the beginning of the 1992–1999 period, while 29% considered that it has remained about the same, and 14% considered that it had got worse.</p>	<p>7% 40% 40% 7% 7%</p> <p>1 very poor 2 3 satisfactory 4 5 6 excellent 7 don't know</p> <p>Just over half of WHACC (54%) considered that the current state of identification is satisfactory or better; however almost half the Committee (47%) considered that the current state of identification is less than satisfactory.</p>
Department of the Environment and Heritage	The identification of values is a lot better than it was at the commencement of the 1992–1999 period (rating 7).	The current state of identification of values is somewhat better than satisfactory (rating 5).
Managing agency (natural and cultural heritage specialists)	The identification of values is about the same or somewhat better than it was at the commencement of the 1992–1999 period for both natural and cultural heritage. (Ratings: earth science: 4, flora: 5, fauna: 5, cultural heritage: 4)	The current state of identification of values is satisfactory for flora and fauna, but poor for earth science and cultural heritage. (Ratings: earth science: 2, flora: 4, fauna: 4, cultural heritage: 2)

Comments on the identification of values

POSITIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following positive aspects of management performance (listed in descending order of frequency of mention by stakeholders):

1. Increased knowledge of World Heritage and other values (WHACC, DEH, MA)

For example:

- vegetation mapping, identification of cave resources, better identification of Aboriginal values and interests; (WHACC, MA)
- continuous increase in knowledge of World Heritage values; (DEH)
- increase in the taxonomic knowledge of flora including better knowledge of bryophytes and lichens. (MA)

2. Contributions of scientific research (WHACC, MA)

For example:

- marine research at Bathurst Harbour; and research on coastal landforms; (WHACC)
- genetic research and research on buttongrass fire dynamics. (MA)

3. Improvements in computer and data handling systems within the managing agency e.g. Geographic Information System (GIS) data management, manipulation and mapping capabilities. (WHACC, MA)

Other positive aspects identified included:

- increasing recognition of social values and cultural values attached to the World Heritage Area by the managing agency, eg: Traditional Practices Report, and the extension of site surveys for natural values to include provision for the identification of Aboriginal values. (MA)

NEGATIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following negative aspects of management performance (listed in descending order of frequency of mention by stakeholders):

1. Lack of awareness of social and cultural values (WHACC, MA)

For example:

- lack of social scientists on staff within the managing agency; (WHACC)
- reluctance of staff outside Cultural Heritage Branch to deal with cultural heritage issues (MA/cultural heritage specialists).

2. a decrease in archaeological work over the 1992–1999 period; (WHACC)

3. lack of staffing and/or funds for inventory work on values and maintenance of cultural heritage site records. (MA/cultural heritage specialists)

Additional comments and suggestions

WHACC:

- Research needs to be encouraged, planned and prioritised. There is a clear need for an overall strategy/coordination/direction for research. (Currently, all research is either related to management, proposed development, or of ad hoc academic interest.)

STAFF OF THE MANAGING AGENCY (CULTURAL HERITAGE SPECIALISTS):

- Despite increasing engagement with Aboriginal community organisations, there is still a poor understanding of Aboriginal values attached to the TWWHA. Generally speaking, the managing agency has only a cursory knowledge and understanding of the history of the area and how to manage for Aboriginal values (e.g. there is a very poor understanding of Aboriginal cultural landscapes in Tasmania). Staff consider that the adequacy of knowledge for management could be improved by:
 - developing methodologies for attributing Aboriginal values to the TWWHA;
 - improving the training of field staff for Aboriginal heritage management;
 - developing routine methods for staff to record Aboriginal values along with natural heritage assets; and
 - conducting more archaeological excavations.
- There is an urgent need for a Registrar to manage the Cultural Heritage Information System database.

7.6 Protection and conservation of values

Assessments of management performance

Assessors: World Heritage Area Consultative Committee (WHACC); Department of the Environment and Heritage (DEH); natural and cultural heritage specialists of the then managing agency (MA); and Tasmanian Aboriginal Land Council (TALC).

Stakeholder assessments of the protection and conservation of values

Assessor	Protection and conservation of values— better or worse? <i>Q: Is the current state of protection and conservation of the values of the TWWHA better or worse than it was in 1992?</i>	Current state of protection and conservation of values <i>Q: How would you describe the current state of protection and conservation of the values of the TWWHA?</i>
World Heritage Area Consultative Committee	<p>The majority of WHACC (62%) considered that the overall state of protection and conservation of values had become somewhat better over the 1992–1999 period. However, 31% of the Committee considered that it had become somewhat worse over the period.</p>	<p>The majority of WHACC (57%) considered that the overall current state of protection and conservation of values was somewhat less than satisfactory (rating 3). 43% considered it was satisfactory or somewhat better than satisfactory (rating 4 or 5).</p>
Department of the Environment and Heritage	The protection and conservation of values got significantly better (rating 6).	The overall current state of protection and conservation of values is good (rating 6).
Natural heritage specialists (MA)	The state of protection and conservation of values has generally remained about the same or got somewhat better over the 1992–1999 period. (Ratings: flora: 4, fauna: 5, geoheritage: 5).	The overall state of protection and conservation of values is satisfactory or better (Ratings: flora: 4, geoheritage: 5, fauna: 6).
Cultural heritage specialists (MA)	The protection and conservation of values got slightly worse over the 1992–1999 period (rating 3).	The current state of protection and conservation of values is unsatisfactory (rating 2).
Tasmanian Aboriginal Land Council	The protection and conservation of Aboriginal heritage got worse (rating 2) over the 1992–1999 period.	The current state of protection and conservation of Aboriginal heritage is poor (rating 2)

Comments on the protection and conservation of values

POSITIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following positive aspects of management performance (listed in descending order of frequency of mention by stakeholders).

- overall management of walking tracks** including the Walking Track Management Strategy and the hardening of walking tracks and campsites; (WHACC, DEH, MA)
- active management of cruise boats on the lower Gordon River** to reduce riverbank erosion impacts, and the associated monitoring program; (WHACC, DEH, MA)
- declaration of Fuel Stove Only Areas** and the associated education program to reduce the risk of accidental fires in peat areas; (WHACC, MA)

4. **development of minimal impact codes** e.g. 'Minimal Impact Bushwalking' program and the associated educational material (video, brochures and posters) and the code of practice for horseriders on the Central Plateau; (WHACC, MA)
5. **the removal of sheep and cattle grazing from the Central Plateau** which has resulted in an improvement in the condition of sub-alpine vegetation; (WHACC, MA)
6. **preparation of Conservation Plans for historic huts and cyclical maintenance plans;** (WHACC, MA)
7. **rehabilitation of disturbed sites** including quarries, roadsides, degraded walking tracks and campsites e.g. management of Exit Cave area, rehabilitation along Scotts Peak Road, Red Knoll, and the closure of Raglan Range Road etc; and the removal of major power lines from the area. (WHACC, MA)
8. **fire management research and planning** including the buttongrass moorland fire behaviour project; (WHACC, MA)
9. **the response to the presumed new plant disease at Pine Lake;** (WHACC and MA)
10. **management of waste**, including the installation of toilets on the South Coast Track, Western Arthurs, and Overland Track etc. (WHACC, MA)

Other positive aspects identified by external stakeholders included:

- There has been commendable development in real protection of Tasmania's most beautiful scenery and wild country over the last 20 years. (WHACC)

Other positive aspects identified by staff of the managing agency included:

- specific conservation projects e.g. Aboriginal midden stabilisation project and conservation works at historic sites at Sarah Island and East Pillinger; and the orange-bellied parrot captive breeding and release program;
- introduction of threatened species legislation and changes in conservation status of land increased protection of the TWWHA;
- progress in blackberry control near the Gordon and Franklin Rivers and Sarah Island;
- reduction in the impacts from firewood collecting and improved aesthetics at campsites;
- environmental assessments for the proposed Pump House Point development were well conducted;
- better cooperation between the managing agency and Hydro Electric Corporation in the management of water levels at Lake St Clair;
- increase in volunteer programs assisted a variety of projects e.g. rehabilitation of degraded sites;
- increased recognition of historic values in 'wilderness' areas;
- establishment of Cultural Heritage Information System.

NEGATIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following negative aspects of management performance (listed in descending order of frequency of mention by stakeholders):

1. **Inadequate management of unsustainable visitor use** (WHACC, DEH, TALC, MA)

For example:

- failure to stop unsustainable track spread in trackless areas, and further track degradation; (WHACC)
- inadequate management of visitor impacts, particularly the non-introduction of walker permits/visitor quotas for environmentally sensitive locations; (DEH)
- while a lot was done to address the degradation of existing walking tracks and campsites, there was new degradation of existing tracks and development of unplanned tracks and campsites in the Self-Reliant Recreation and Wilderness Zones. (MA)
- the results of monitoring programs did not always lead to corresponding management action, e.g. tramplimg trials demonstrated that the environmental carrying capacity for

a number of vegetation types is quite low but there are still no restrictions or management of walker numbers in areas that are sensitive to trampling pressure; (MA)

- the Aboriginal cave sites monitored by the TALC show evidence of excessive human activity by cavers and bush walkers. (TALC)

2. Fire management (WHACC, MA)

For example:

- no coherent fire policy—questions relating to fire management and its ramifications for biota have not been satisfactorily addressed; (WHACC)
- preparation of several proposed fire management plans was not commenced; and there was little or no fire ecology work over the period⁸⁷. (MA)

3. Slow response/low priority for management of known threats and conservation of significant values (WHACC, MA)

For example:

- very slow response to recreational vehicle access past Lewis River (WHACC);
- lack of resources in some areas hindered implementation of approved plans or programs e.g. the fuel reduction burning program was generally well behind schedule and conservation plans for some historic sites were not implemented; (MA)
- identified sites of cultural heritage significance were not actively managed or protected, and there was often no follow-through on recommendations regarding the conservation of important sites. (MA)

4. Unnatural riverbank erosion continues on the Gordon River (WHACC, MA)

5. Inadequate weed control (WHACC, MA)

For example:

- insufficient attention and resources for weed eradication (WHACC)
- no action on marram grass eradication (MA)
- little consistent effort on weed programs for Southwest National Park or Lyell Highway etc. (MA)

6. *Phytophthora cinnamomi* root rot disease is still spreading (WHACC, MA)

7. Inadequate monitoring regime for significant values and threats (WHACC, MA)

For example:

- in many cases there was no basis for judging the adequacy of the present management regime (MA)

8. Lack of action on rare and threatened species (WHACC, MA)

Other negative aspects identified by external stakeholders included:

- inadequate marine park protection; no marine management plan; (WHACC)
- diminishing research into values; (WHACC)
- questions relating to fire management and its ramifications for biota have not been satisfactorily addressed; (WHACC)
- clear felling of forests adjacent to the TWWHA got worse over the 1992–1999 period. (TALC)

Other negative aspects identified by staff of the managing agency included:

- The agency's internal assessment process for assessing potential impacts of proposed projects (the Project Proposal Form) was 'wound down' over the 1992–1999 period due to the length of time being taken for decisions. This resulted in a process not being fully functional for some of the period, e.g. specialists were not always notified and consulted about proposed new developments or actions; and cultural heritage values of sites were not always assessed.

⁸⁷ Efforts to deal appropriately with fire are considered to have been inadequate over the period, but considerable targeted research more recently has improved this situation.

- There was no formal process for determining what level of activities and impacts are acceptable within the TWWHA. A lack of defined limits of acceptable impacts for the TWWHA (i.e. a lack of definition of what is, and is not, an acceptable level of impact within the World Heritage Area) meant that approval decisions for development proposals sometimes relied heavily on value judgements.
- The existing informal network of communication between head office staff and field staff sometimes worked well (e.g. some district staff alerted specialists of the spread of weeds in their areas). However, in other cases, important information did not get through to relevant specialist staff (eg, observations of poaching of Huon pine from the Farmhouse Creek area was never formally reported to the Nature Conservation Branch; similarly the occurrence of fires was sometimes not reported to relevant specialist staff).

ADDITIONAL COMMENTS AND SUGGESTIONS

Staff of the managing agency (including natural and cultural heritage specialists) provided the following suggestions for improving management performance.

- High priority requirements for the management of threats and pressures to the natural and cultural values of the TWWHA include:
 - strategic programs to address illegal activities that threaten the natural or cultural heritage;
 - strategic fire management to achieve identified long-term ecological and other goals;
 - strategies and actions to achieve ecologically sustainable human use of the TWWHA, including management of visitor numbers/walker impacts;
 - amelioration of unnatural rates of erosion of river banks associated with hydro-electric power generation operations and commercial cruise boat operations;
 - implementation of the TWWHA Weed Management Plan;
 - programs or strategies to prevent the spread of *Phytophthora* root rot disease and other plant diseases;
 - development and implementation of an introduced animal management strategy and continuation of the feral goat eradication program; and
 - preventive strategies to address identified emerging threats and risks to the natural and cultural heritage of the TWWHA, including the potential establishment of foxes in Tasmania.
- The knowledge base required for sound management of fire regimes within the TWWHA would be assisted through the following actions.
 - High priority to preparing vegetation maps of the areas where active fire management is likely to be implemented (e.g. far southwest Tasmania).
 - Collection of additional information on the ‘vital attributes’ of plant species occurring within the TWWHA (e.g. fire and disease susceptibility, means of reproduction etc). The vital attribute data would help predict the impacts of various fire regimes on these species, and this in turn would improve the planning and management of fire within the TWWHA.
 - Further development of the ‘adverse impacts’ database (established during the Regional Forest Agreement) and collect relevant information on priority species and plant communities.
 - Research into interactions between peat soils and fire (both from historical and process perspectives).
- Procedures for identifying and assessing threats could be improved by the following actions.
 - Review of existing arrangements⁸⁸ for the identification and assessment of threats and pressures, and as necessary establishment of a practical and uniform system for

⁸⁸ Note that the assessment process is currently being reviewed by PWS.

assessing proposed projects in order to ensure that potential impacts are identified and considered before decisions are made on proposed developments or activities.

- Development of a coordinated routine notification procedure that facilitates field staff observations of new impacts or threats to be recorded and sent to appropriate specialist staff for information and, as necessary, action e.g. recording of new weed sites or damage to cultural heritage sites etc. In conjunction with the above, development of a formalised process that allows specialist staff to request targeted field observations of specific impacts.
- Further development of the Geographic Information System (GIS) to provide staff internet users with better access to resource maps and other information appropriate to their needs e.g. maps and other information about significant natural and cultural values etc.
- Enhanced communication and regular liaison between PWS staff and natural and cultural heritage specialists.
- Assessment processes for proposed new developments and activities (both major and minor scale) to be implemented in tandem with the requirements of Councils under the *Land Use Planning and Appeals Act 1993*.

7.7 Presentation of values

Assessments of management performance

Assessors: World Heritage Area Consultative Committee (WHACC), Department of the Environment and Heritage (DEH), Tasmanian Aboriginal Land Council (TALC), and staff of the then managing agency (MA) including natural and cultural heritage specialists, interpretation and education staff and operational staff.

Stakeholder assessments of the presentation of values

Assessor	Presentation of values—better or worse? <i>Q: Is the current state of presentation of the values of the TWWHA better or worse than it was in 1992?</i>	Current state of presentation of values <i>Q: How would you describe the current state of presentation of the values of the TWWHA?</i>
WHACC	<p>Over two thirds of WHACC (70%) considered that presentation of values was now better than at the beginning of the 1992–1999 period, while 25% considered it to be about the same. None considered that the state of presentation was worse than at the beginning of the period.</p>	<p>The majority of WHACC (57%) considered that the current state of presentation of values is satisfactory or better, although 37% considered it is still less than satisfactory.</p>
DEH	The presentation of the natural and cultural values is now a lot better than it was at the beginning of the 1992–1999 period (rating 7).	The presentation of values is in general good (rating 6).
Managing agency (PWS Interpretation and Education Section)	Presentation of values is generally somewhat better than at the beginning of the 1992–1999 period (rating 5).	The current state of presentation of values is generally good (rating 6).

Comments on the presentation of values

POSITIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following positive aspects of management performance (listed in descending order of frequency of mention by stakeholders):

1. **More and better short walking tracks with interpretation** e.g. along the Lyell Highway; (WHACC, DEH, MA)
2. **Major interpretive Visitor Centres** e.g. Lake St Clair and Strahan; (WHACC, DEH, MA)
3. **Better information and interpretation available to visitors** e.g. numerous high quality interpretations publications; (WHACC, DEH, MA)
4. **Provision of infrastructure at key locations increased accessibility of the TWWHA** (particularly on the edge) with positive economic benefits for Tasmania⁸⁹; (WHACC, MA)
5. **Significant track work** including completion of the Dove Lake circuit track; (WHACC, MA)
6. **Increased community awareness of the values of the TWWHA** e.g. a recent survey revealed an increase in positive attitudes to the World Heritage Area and feeling of ownership⁹⁰; (WHACC, MA)
7. **Face-to-face interaction of staff with the public** e.g. as a result of the Summer Ranger Program, Visitor Centres and Rangers on board the Bass Strait ferry service; (WHACC, MA)
8. **Development of the PWS website**; (WHACC, MA)
9. **Tourism accreditation system and positive partnerships with tourism industry in delivering visitor services**; (WHACC, MA)
10. **Shift to ecotourism resulted in the development of several commercial tourism operators achieving high quality presentation of the TWWHA**; (WHACC, MA)
11. **Quality of visitor services at Cradle Mountain significantly improved** as a result of management arrangements through Cradle Mountain Enterprise, Cradle Mountain Visitor Centre, Waldheim cabins and Cradle Huts; (WHACC, MA)
12. **Rehabilitation of specific Aboriginal sites.** (TALC).

Other positive aspects identified by staff of the managing agency included:

- education programs resulted in more responsible usage of the TWWHA by users e.g. less firewood cutting;
- improvements to numerous toilets and other infrastructure, and an increased emphasis on the standards of design and construction of visitor facilities;
- greater media coverage of the TWWHA;
- development of the Aboriginal Interpretation Strategy;
- implementation of the Walking Track Management Strategy;
- Richard Davey's dramatic production 'The Ship That Never Was' on Sarah Island and at the Visitor Centre at Strahan;
- scientific papers e.g. Royal Society volume on the TWWHA (Smith & Banks 1993).

89 A study by the Centre for Regional Economic Analysis, University of Tasmania, (CREA, 1993) showed that Tasmanian national parks and reserves account for a significant contribution to the state economy.

90 See EMRS, 2000a.

NEGATIVE ASPECTS OF MANAGEMENT PERFORMANCE

Stakeholders identified the following negative aspects of management performance (listed in descending order of frequency of mention by stakeholders).

1. Lack of presentation of Aboriginal values (WHACC, TALC, MA)

For example:

- Aboriginal interpretation is lacking and all sites need this aspect improved. (WHACC)
- There was minimal Aboriginal interpretation signage. (TALC)
- Aboriginal heritage has not really been presented and the Aboriginal Interpretation Strategy was not acted upon. The process of getting Aboriginal interpretation approved is still very slow and much of the Aboriginal interpretation of values is still left off panels because it cannot be approved through TALC in time or they do not have the staff to meet the managing agency's deadlines. This was the case with much of the interpretation for Lake St Clair Visitor Centre and more recently for the Mt Field Visitor Centre. (MA)
- Lack of staff within the managing agency hindered the presentation of Aboriginal heritage⁹¹. (MA)

2. Management of tourism development proposals (WHACC, MA)

For example:

- There has been a perception that all proposals are adopted without question. (WHACC)
- Pump House Point is an example where considerable resources have been spent with no outcome and no return to government. (WHACC)
- The Pump House Point experience was most concerning because the development process was so violated and heightened by poor documentation. (WHACC)
- The proposed Pump House Point development (1996 proposal) while appropriately assessed, failed to attract the necessary investment. (MA)

3. Delays with site plans (WHACC, MA)

For example:

- Some site plans have taken far too long to complete e.g. Melaleuca–Bathurst Harbour. (WHACC)
- No action on Cradle/ Dove Lake Road. (WHACC)
- There were delays in developing some site plans (e.g. Melaleuca⁹²) and then in resourcing implementation of approved Site Plans (e.g. Cradle Valley). (MA)

4. Inconsistent visitor statistics and survey methods (WHACC, MA)

For example:

- Visitor statistics are still suspect and inconsistent. (WHACC)
- The design of visitors surveys was not consistent between surveys (e.g. categories provided for responses were not the same between surveys) and this hampered comparisons of findings between sites and trends over time. (MA)
- The majority of visitor surveys to date have not adequately addressed issues of quality of visitor experience in the TWWHA. Visitor surveys have focussed on the level and nature of infrastructure or environmental degradation at a site, with little attention being paid to the nature and type of recreational experience the visitors experienced during their time in the TWWHA. (MA)

5. Tourism operations not always well managed (WHACC, MA)

For example:

- There is concern that some private tourism operations are receiving undisclosed subsidies. There should be net economic benefits to the World Heritage Area from any operation which derives a private benefit and any subsidies given should be disclosed. (WHACC)

91 More recently, a start has been made in addressing these problems through the appointment of an Aboriginal Interpretations Officer.

92 Changes in political leadership coupled with departmental changes (including restructure, staffing changes and changes in project priorities) resulted in delays to the finalisation of the plan.

- There were some examples of tourism operations not being professionally delivered and of private tourism operations not always delivering the standard of visitor service expected in a leading World Heritage Area. (MA)
- There was no regular monitoring by the managing agency of the activities and quality of service providers and tour operators etc. (MA)
- Service providers did not always coordinate their services in ways to best serve visitors e.g. timetabling of bus and ferry schedules at Lake St Clair were not linked. (MA)

6. Lack of coordination in signage and promotion between relevant agencies and interests (WHACC, MA)

For example:

- Signs are still not co-ordinated between Parks and other managers (especially Forestry). (WHACC)
- At times there was a lack of integration between tourism promotion and the objectives of management for the TWWHA. (MA)

Other negative aspects identified by external stakeholders included:

- There was little increase in awareness of archaeological Aboriginal values. (WHACC)
- The ‘temporary standing camp’ at Forest Lag was permitted to become a permanent structure contrary to the definition of temporary standing camps and the intention of the management plan⁹³. (WHACC)

Other negative aspects identified by staff of the managing agency included:

- increased access and visitation to the TWWHA was not always matched by commensurate infrastructure, facilities and services e.g. toilet systems; and staffing levels at Visitor Centres for face-to-face visitor services could not cater for the increased number and requirements of visitors. There was a sense of the managing agency trying to catch up with what was happening rather than proactively managing for a sustainable target number of visitors.
- upgrading of the Overland Track encouraged more walkers, but existing campsites are not handling the increasing numbers;
- there was at times a lack of integration between the tourism planning and development occurring outside the TWWHA and management occurring inside the TWWHA;
- there is a lack of definition about what the World Heritage Area is being managed for in relation to visitor experience, especially with regard to wilderness recreation experience;
- controversy surrounding aspects of the Walking Track Management Strategy e.g. introduction of the proposed Walker Permit system⁹⁴;
- there was no marketing strategy for historic cultural sites;
- changes in the management of the managing agency’s website interrupted development and maintenance of the site for more than a year (in particular the agency-wide adoption of Lotus Notes as the development platform);
- interpretation for TWWHA did not always keep abreast of the standard provided in other leading World Heritage sites and may not always have met the needs or expectations of visitors and the tourism industry;
- in recent years, there has been a decline in the focus of presentation on the values of the TWWHA;
- it is uncertain whether all Visitor Centres are achieving their objectives; funding applications for evaluation of the use and effectiveness of education and interpretive products were generally not successful;
- reductions in resourcing led to winding back the Track Ranger Program and Summer Interpretative Ranger Program.

⁹³ Forest Lag was a pre-existing camp prior to World Heritage listing. A Temporary Standing Camp Policy was developed by the managing agency to allow for commercial non-permanent tent-based visitor accommodation facilities that met specified environmental conditions. This policy was used to guide the development of Temporary Standing Camps in other parts of the state. However, Forest Lag did not fully comply with this policy e.g. a permanent cooking shelter was erected. The 1999 TWWHA management plan provides for Forest Lag to be managed generally in accordance with the Temporary Standing Camp Policy; however the plan also provides for the retention of the current facilities which comprise a landing, walkways, a cooking shelter, toilet, shower and accommodation tents.

⁹⁴ However, processes have been put in place more recently to address these issues e.g. BATR and Overland Track Planning initiatives.

Additional comments and suggestions

WHACC:

- We have come a long way this decade in raising the level of community awareness and support of what the World Heritage Area is all about.
- The younger generation (in school 1992–98) seem to be learning more about natural systems /ecology/ environmental science which is leading to a greater understanding of the values of the World Heritage Area in an international context.⁹⁵
- More information needs to be provided about WHA areas and status and management issues.
- There is a need for a concessions policy.

STAFF OF THE MANAGING AGENCY:

Staff of the managing agency (including staff of the Interpretation and Education Section, Visitor and Field Services Section and District staff) provided the following suggestions:

- Much could potentially be gained by linking programs and support products about the World Heritage Area (such as the recently produced World Heritage Area video and internet site) into the curriculum for schools so that this topic is taught at primary and secondary levels. These programs could also be supported by on-site visits for students to the TWWHA e.g. at Mt Field, Lake St Clair and Cradle Mountain, as well as training sessions for teachers at University to encourage a greater educational focus on the World Heritage Area.
- Interpretation often has a limited life-span and needs to be regularly reviewed and updated.
- The need for top quality interpretation is especially important in sites where there is not a personal Ranger presence (e.g. Heritage Landing).
- Minimal impact education needs to be ongoing across all the major recreation activities. Brochures and other materials need updating in a number of areas.
- The PWS website could be improved by:
 - providing educational resource material for students and teachers;
 - enhancing multimedia portrayal of the TWWHA;
 - further expanding the information available on the natural and cultural values of Tasmania, the recreational opportunities available, and management and conservation issues;
 - maintaining or enhancing monitoring of the usage of the various components of the website and seeking user feedback on aspects of the site.
- Opportunities exist for greater coordination in presentation and interpretation of the TWWHA through the establishment of closer links between PWS and tourism.
- The Cradle Enterprise initiative at Cradle Mountain Visitor Centre proved successful in utilising cooperative management arrangements to achieve better outcomes in visitor services, and this model of cooperative operation should be extended to other Visitor Centres.
- There should be further trialing and/or development of appropriate methodologies for recording visitor data e.g. use of exit surveys for visitors in order to obtain information required to calibrate traffic counts and to obtain specific information needs about visitors.
- Longitudinal studies of remote area users should be used to gain in-depth information about changes in wilderness recreation quality.

95 Note however that the results of market research revealed that Tasmanian youth awareness and knowledge about the TWWHA was low. See Section 2.9 'Transmission of knowledge and ability to future generations'.

MANAGEMENT OF VISITOR EXPERIENCE

- Visitor survey findings (Hocking 1995) suggest there is a need to address the interests of long-term and regular Tasmanian visitors to the TWWHA to ensure that these people are not displaced by tourists from elsewhere.
- Private tourism operators did not always deliver the standard of visitor service expected in a leading World Heritage Area, and where this situation occurs there are opportunities for the government to step in and assist better presentation of the TWWHA.
- There is a need to clarify or define the types of recreation experiences that the TWWHA is being managed to provide, especially in relation to wilderness recreation quality. This may lead to the articulation of standards, targets or limits of recreation quality parameters (such as crowding densities, noise disturbance; visual impacts etc.) for different zones or sites within the TWWHA.
- An active management program is needed to achieve and/or maintain the recreation experience outcomes defined above, including a range of planned management responses and triggers to correct or adjust recreational experience within the desired ranges. This may entail limiting the numbers of walkers, overflights and motorised watercraft to appropriate locations and levels within different sites or zones of the TWWHA to maintain the desired quality of visitors' recreation experience.
- Appropriate long-term programs (such as visitor surveys, environmental monitoring programs etc) need to be established to monitor the performance of management in achieving the standards for visitor recreational experience of the TWWHA. This may entail the establishment of indicators for recreational quality to be monitored.

