



Macquarie Island Pest Eradication Plan



Australian Government

Department of the Environment, Water, Heritage and the Arts



Tasmania

Explore the possibilities

Department of Environment,
Parks, Heritage and the Arts

Document Amendments

Build Status

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Approval

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1. Executive Summary

The Project Plan (this document) is one of a number of documents comprising the Macquarie Island Pest Eradication Plan (the Plan). The Plan is a joint initiative of the Australian and Tasmanian Governments and has the goal of restoring ecological diversity to Macquarie Island, achieved primarily by the eradication of vertebrate pest species from the island – European rabbits, ship rats and house mice.

A number of sub-plans have been or are being developed to outline how various components of the Plan will be designed and implemented. The purpose of each of these sub-plans is presented in this document.

Preparation and coordination of sub-plans will be undertaken by the project team and approved by the Steering Committee established to oversee the implementation of the Project.

This Project Plan outlines the scope of the Project, and associated objectives and outcomes. It also sets out governance arrangements and how the management of the project is structured. Issues and risks are identified and an abbreviated work plan shown.

2. Introduction

2.1 Project title

The short title for the Macquarie Island Rabbit and Rodent Eradication Project will be the Macquarie Island Pest Eradication Project (the Project).

2.2 Purpose

The Project aims to eradicate vertebrate pest species from Macquarie Island. The Project Plan outlines the structure and processes by which the project will be managed. It is an internal document which focuses on a project management approach to implementing the project. It forms the basis for stating the scope, outcomes, objectives, timing and governance (decision making) for the project. It outlines Project documents and how they are integrated. The Project Plan also identifies issues and outlines processes to manage them. It is the document that provides for the integrated delivery of other component plans that together comprise the Macquarie Island Pest Eradication Project.

This Project Plan needs to be regularly updated by the Project Manager.

Where an issue is comprehensively explained in another document it will be referenced here (rather than repeating information) and will be summarised if the context requires.

2.3 Background / Context

A long term integrated pest control program commenced on Macquarie Island in the 1960s. Weka and cats were eradicated by 1989 and 2001 respectively. Success in controlling rabbits has largely been determined by the variable virulence of myxomatosis on the island. Scientific research measuring rates of flora change and changes in populations of some indigenous fauna species has been undertaken for many years. Since 2000 significant vegetation loss has been recorded with an increase in landslips and a decline in the breeding success and distribution of some burrowing petrel species. Rabbits and rodents (ship rats and house mice) have been identified as the primary cause of significant negative impacts on World Heritage and Nature Reserve values and are now targeted for eradication.

The justification and need for the Project is comprehensively explained in *Part A - Eradication Plan Overview*,

(http://www.parks.tas.gov.au/publications/tech/mi_pest_eradication/summary.html)

This includes a range of legislative and management directions and requirements which support implementation of the eradication plan as a feasible and desirable management goal.

2.4 Project Sponsors

The Project Sponsors are the Tasmanian Government and the Australian Government.

The responsible agencies are the Department of Environment, Parks, Heritage and the Arts (Tasmania) and Department of the Environment, Water, Heritage and the Arts (Australia).

Commercial sponsorship agreements in terms of the supply of goods and services may be entered into. This aspect will be addressed in the *Part I – Procurement Plan*.

2.5 Overview of Project Documents

The Project is based on the Macquarie Island Pest Eradication Plan. The Plan is a suite of inter-related documents which detail the specific actions required to implement different components of the Plan.

The Plan comprises the following documents, which are detailed further in Section 4.1:

<i>Document</i>
Part A - The Eradication Plan (Overview)
Part B - Operational Plan
Part C - Environmental Impact Assessment
Part D - Occupational Health and Safety Plan
Part E – Project Biosecurity Plan
Part F – Monitoring Plan
Part G - Communications Plan
Part H - Project Plan (this document)
Part I - Procurement Plan
Part J – Staff Recruitment and Training Plan

3. Scope

The scope of the project *includes* all those tasks required to complete the objectives of the Macquarie Island Pest Eradication Plan.

Management of skua numbers, if deemed necessary to protect burrowing seabird populations, is *included* in the scope.

The scope of the project *excludes* ongoing management of the Nature Reserve undertaken by Tasmania Parks and Wildlife Service (recurrent operations). *Part B - Operational Plan* sets out details of the working relationship between recurrent island management by PWS, and project plan staff.

Participation in the review of biosecurity requirements for future Macquarie Island management is *included* in the scope, while noting that Parks and Wildlife Southern Regional Office and Australian Antarctic Division staff are currently leading a review of Macquarie Island biosecurity procedures.

Recording of project experiences and providing for increased PWS staff capability for pest eradication programs is *included* in the scope.

Management of other naturalised alien vertebrate species on Macquarie Island – redpolls and starlings and mallard ducks – is *excluded* from this project.

Action that may be undertaken to assist restoration of the natural balance of the island (for example, vegetation rehabilitation or the future introduction of related sub-species of extinct Macquarie Island avifauna) is *excluded* from the scope of this project.

3.1 Project Vision

Macquarie Island biodiversity is restored to a natural balance - free of the impacts of introduced pest species.

Vegetation, seabird and invertebrate populations have recovered to levels naturally supported by the environment.

The project vision reflects the Vision for the Future statement in the Macquarie Island Nature Reserve and World Heritage Area Management Plan 2006 that states:

“The Vision Statement – 50 years hence

Macquarie Island is a nature reserve where all of the World Heritage values, biosphere reserve values, National Estate values and state nature reserve values are protected and conserved. There is a relatively unaltered natural diversity, including geodiversity and biodiversity. The populations of some threatened species in the reserve appear to be recovering, even if their populations are still threatened elsewhere. Human visitation and use of the reserve is controlled and carefully managed to minimise adverse impacts on the reserve. Scientific research, monitoring and management programs continue with minimal and/or transitory impacts on the natural and historical values of the reserve. *There have been no apparent further introductions of alien species. Rabbits, rats and mice have been eradicated.* There is full awareness and appreciation of the special conservation value and character of the reserve by the international community, the Australian federal, state and local governments, scientists, tourists and the Australian public, to the extent that protection of the reserve is recognised to be of utmost importance.”

(Emphasis added).

3.2 Objectives

The objectives of the project reflect the project vision and are grouped around the restoration of ecological systems (plant, animal and soil) on Macquarie Island to a condition consistent with those existing prior to the introduction of mammalian pests. These objectives are to be achieved by:

1. the eradication of European rabbits
2. the eradication of ship rats
3. the eradication of house mice
4. implementation of biosecurity measures designed to prevent re-introduction of these (or other alien) species
5. increased agency capability in managing island vertebrate pest populations.

3.3 Outcomes

Part B - Operational Plan Section 1.2: Objectives explains the operational objectives and outcomes, and success measures. The outcomes of implementing the plan are expected to include:

- the eradication of rabbits and rodents from Macquarie Island; and from that outcome the following consequential outcomes are anticipated:
 - recovery of vegetation communities currently impacted by rabbit and rodent populations;
 - increased populations of many native bird species (especially burrowing petrels) and invertebrate populations;
 - reduction in skua predation of burrowing petrels as skua numbers reduce in the absence of rabbits as prey, and increasing vegetation enhances cover around burrows.
- improved biosecurity measures applied to Macquarie Island and transferable to other pest-free islands (NB: wider biosecurity measures for Macquarie Island are under consideration by a multi-agency group external to the eradication project);
- increased capability of Parks and Wildlife Service to manage feral pest populations on other Tasmanian islands; or assist other state agencies involved in island eradications;
- documentation of the eradication project through published papers and video recording;

3.4 Outputs

Outputs are equipment and supplies procured for the project, and information generated or obtained through project implementation.

Outputs can be further designated under:

- * Planning
- * Logistics (getting personnel and equipment to/from the island)
- * Aerial baiting
- * Rabbit follow-up hunting
- * Monitoring

3.5 Constraints

This section lists significant Project constraints and their sources. These constraints are (will be) addressed in this and other Plans. Different constraints are often linked, for example the island's location and geography affect the selection of helicopters for aerial baiting which in turn determines shipping requirements.

3.5.1 Legislative and regulatory constraints:

<i>Source</i>	<i>Constraint</i>
Parliamentary Acts at state and national level.	Project design needs to comply with relevant federal and state legislation. Some Acts constrain the project in terms of consideration of non-target species impacts, requirements for specific things to be done (or not done) or by subsidiary regulations. An example is that dogs cannot be used to harass wildlife under Tasmanian animal welfare legislation so the project is constrained to using dogs as indicators of rabbit presence only.

3.5.2 Environmental constraints:

<i>Source</i>	<i>Constraint</i>
Remote location (1500km south-south-east of Tasmania), short daylight hours and adverse weather conditions.	Constraints apply to operational factors, including helicopter flying, staff deployment and bait longevity. Wind and cloud inhibit helicopter operations. Logistics and operational constraints are explained in <i>Part B - Operational Plan</i> .

3.5.3 Technology (technical) constraints:

Source	Constraint
No runway for fixed wing aircraft.	Logistics and operational constraints are explained in <i>Part B - Operational Plan</i> .
No harbour or landing facilities.	Logistics and operational constraints are explained in <i>Part B - Operational Plan</i> .

3.5.4 Capability and capacity (people) constraints:

Source	Constraint
Tasmanian Government Public Service.	Limited staff with required capability within Tasmanian Government, requiring external recruitment of project staff.
Eradication-oriented field staff.	Limited pool of available people with appropriate field skills to undertake focused hunting operations.

3.5.5 Resource constraints:-

Source	Constraint
Budget.	Budget is fixed but costs of implementing project are not. May constrain planning and implementation of the delivery phase.
Inter-agency cooperation.	No govt department is mandated to fully support the eradication project, leading to variable priorities to assist in implementation.
Logistics.	Limited availability of suitably capable providers for shipping, helicopters, bait, trained dogs.

3.6 Assumptions

If any of the following fundamental assumptions - scope, timetable and budget - change during the Project, the Steering Committee must review this *Project Plan* before continuing with the Project. Failing to do so may affect the Project's success or perception of it.

3.6.1 Unchanging eradication strategy

This *Project Plan* assumes the eradication strategy (aerial baiting and on-ground hunting) as described in *Part A - Eradication Plan (Overview)*, will remain substantially unaltered through Project set-up, planning and delivery phases (2-4) (phases are explained at Section 4: Strategy)

3.6.2 Project period

It is assumed that Phases 2-5 will be completed within 8 years from commencement in June 2007, and that all target species will be eradicated within that timeframe.

3.6.3 Project funding

It is assumed that the funding commitments described at Section 5.4: Budget remain unaltered during the Project.

3.6.4 Inter-agency cooperation

It is assumed that agency support for the plan to proceed will be provided by Parks and Wildlife Service and Australian Antarctic Division. This support includes provision of office accommodation and support from PWS and logistics support from the Australian Antarctic Division, (such as access to transport to/from the island, station support, food, and clothing) and is further outlined in *Part B - Operational Plan*.

4. Strategy

Management of any changing elements of the core eradication project must be reviewed and endorsed by the steering committee and recorded as such. To ensure this, all sub-plans will have a version table and will be distributed to and signed off by the steering committee within timeframes agreed at the time of distribution.

4.1 Plan Components

The planning documents outlined in the Introduction are shown in greater detail below. Each plan is considered a thematic section of the overall eradication plan; however each is also a stand-alone plan relevant to implementing a specific component of the project.

Part & Title	What is it?	What's it for?	Who uses it?	Status @ 7/2008
Part A - Eradication Plan overview	Explains the need and justification for the Project and outlines the preferred eradication methods. This document provides the legislative and regulatory context of the Macquarie Island eradication plan.	Used to initiate the project and gain support and funding. Gives a good overview of why the project is happening.	PWS / DEWHA to gain support for project. Available now on website for anyone interested in the project aims and strategic approach.	Completed October 2005. Approved November 2006.
Part B - Operational Plan	Explains how the project logistics and operational stages will be developed and managed.	Provides a comprehensive prescription of the tasks to be completed to implement the eradication plan.	The project team use it to schedule tasks and ensure that it reflects current intentions of the eradication techniques to be used.	Draft completed Sept 2005, draft updated April 2007.
Part C - Environmental Impact Statement	A statement of environmental impacts associated with the project, including impacts on non-target species.	Assessment of environmental impacts associated with the project (including environmental and non-target species impacts) and guides management strategies to avoid, mitigate or minimise these impacts.	Project team use it as a basis for information presented to APVMA permit applications and EPBC Act referral. Available for public distribution.	Draft in preparation (July 2008).

Part & Title	What is it?	What's it for?	Who uses it?	Status @ 7/2008
Part D - Occupational Health and Safety Plan	A document providing an assessment of occupational health and safety risks and management of these.	Used to outline risk assessment and present JSAs for eradication project tasks on Macquarie Island.	Project team (including field and supervisory staff) use it for specifying standard operating procedures in the field to ensure that all staff follow safe working practices.	Preliminary work commenced.
Part E – Project Biosecurity Plan	A document outlining quarantine policies and strategies specific to the eradication operation.	Prescribes quarantine policies, procedures & actions to prevent reintroduction of alien vertebrate species as part of eradication project activities. Links with & compliant with the Macquarie Island Biosecurity Plan under development by PWS / DPIW / AAD / AQIS to enhance broader biosecurity measures for Macquarie Island.	Project team use it as a basis for actions to be taken for all equipment and personnel deployed to Macquarie Island for the eradication project.	Not commenced.
Part F - Monitoring Plan	A document to specify monitoring actions associated with recording the measurable results of the eradication plan.	Specifies monitoring requirements associated with the eradication plan before, during and after implementation. Aims to provide measured outcomes to gauge the success of project objectives.	Project team and researchers conducting monitoring, research and observations.	Scoping documents prepared.
Part G - Communications Plan	A document to describe how the project will communicate with stakeholders and the community. Identifies stakeholder groups, key messages and communication methods.	Outlines roles, actions and procedures for communicating the key messages of the eradication plan to stakeholders and the wider community. Identifies stakeholder groups, key messages and communication methods and key timeframes.	DEWHA and DEPHA communications staff and Communications Plan Action team.	Completed (August 2007). Scheduled for review July 2008.
Part H -Project Plan (this document)	Refer to <i>Section 1.2: Purpose</i> of this plan.	Project management structure, governance and scope. Identifies and records constraints and risks.	Project team, Steering Committee.	Completed (July 2008).

Part & Title	What is it?	What's it for?	Who uses it?	Status @ 7/2008
Part I - Procurement Plan	The document that outlines and summarises procurement procedures, requirements and timeframe.	Explains the procedures and processes to purchase goods and services for the project, including specifications and scheduling. Commercial sponsorship procedures and the procurement of services from other government departments will also be specified.	Project team and associated staff involved in procurement, including Steering Committee.	Not commenced.
Part J – Staff Recruitment and Training Plan	A document to outline how the staffing side of the project will be managed. Prescribes staff recruitment and training.	Outlines a) staff recruitment according to DEPHA policies and procedures and b) training and induction structure and content.	Project team use it to guide in recruitment, selection, induction and training.	Not commenced.

4.2. Project Phases

This Project is a complex operation requiring comprehensive and multi-disciplinary planning and a high degree of attention to detail in the planning, logistics, and delivery stages.

The Project has 5 phases, outlined in the following table and subsequent sections:

Phase	Task	Target Date	Deliverable	Delegated to:	Current Status as at July 2008
1. Initiation <i>(June 2007)</i>	Project funding commitment.	June 2007	State/federal funding contract.	DEPHA / DEWHA	Contract preparation ongoing.
2. Set-up <i>(July – December 2007)</i>	Establishment of project team, project Steering Committee (SC) and Scientific and Technical Advisory Committee (STAC).	December 2007	<ul style="list-style-type: none"> o Vacancies filled o Terms of Reference for committees. 	Project officer / DEWHA / DEPHA staff	Completed May 2008. STAC 1 st meeting scheduled for August 08.
	Create Project Plan as umbrella document to all planning documents and project management.	December 2007	Project plan signed off by SC. <<MILESTONE>>	Project Mgr	Completed July 2008.
	Set up office accommodation.	December 2007	Project office functioning in PWS Southern Region.	Project Mgr	Completed June 2008.
	Financial recording system implemented to track expenditure against budget.	December 2007	<ul style="list-style-type: none"> o Budget loaded to FINANCE 1 system o Printouts available. 	Project Admin Officer	Completed April 2008.
3. Planning <i>(December 2007 – March 2010)</i> <i>cont....</i>	All component plans of Eradication Plan prepared and peer reviewed where appropriate.	October 2008	Communications plan approved by SC.	Project Mgr	August 2007 version under review.
		December 2008	Environmental Impact Assessment complete.	Project Mgr	Working draft.
		March 2009	Operational Plan approved by SC after peer review by IEAG.	Project Mgr	October 2005 version under review.
		July 2009	Recruitment and Training Plan completed.	Project Mgr	Not yet started.
		July 2009	OH& S Plan completed.	Asst Project Mgr	Draft commenced.
		August 2009	Procurement Plan completed.	Project Mgr	Not yet started.
		December 2009	Project Biosecurity Plan approved by SC.	Asst Project Mgr	Not yet started.

<i>Phase</i>	<i>Task</i>	<i>Target Date</i>	<i>Deliverable</i>	<i>Delegated to:</i>	<i>Current Status as at July 2008</i>
Cont.... 3. Planning <i>(December 2007 – March 2010)</i>	Approvals and permits prepared and submitted for approval to relevant agencies.	June 2009	Permits/consents received. <<MILESTONE>>	Project staff	APVMA application submitted June 2008. EPBC referral form in preparation.
	Commencement of hunting dog training.	June 2008	Dog training contracts signed off.	Asst Project Manager	Contracts sent for signing.
	Preparation of all logistics requirements.	January 2009	Field huts fitted out and sent to island	Project staff	Not yet started.
		November 2008	Bait supply contracts	Project staff	Not yet started. Awaiting preferred supplier approval and state/.fed govt contract completion.
		February 2009	Helicopter contracts signed off.	Project staff	Not yet started.
		July 2009	Shipping contracts signed off.	Project staff	Not yet started.
		November 2009	Bait pod construction.	Project staff	Not yet started.
		March 2010	Field equipment purchased and ready in AAD store.	Project Mgr	Not yet started.
		March 2010	IEAG readiness check completed. <<MILESTONE>>	IEAG Chair	Not yet started.
		Recruitment of field teams.	January 2010	<ul style="list-style-type: none"> o Vacancies filled o Training schedule finalised. 	Project Mgr
	On-island trials of eradication methods and equipment.	From March 2005	Trial reports.	Project Officer / Project Manager	Trials completed on various target and non-target aspects.

Phase	Task	Target Date	Deliverable	Delegated to:	Current Status as at July 2008
4. Delivery (April 2010 – November 2014)	Transport of resources required for aerial baiting to Macquarie Island.	May 2010	Resources on island (staff, bait and equipment) ready for commencing aerial baiting <<MILESTONE>>	Project staff	Not yet started.
	Undertake aerial baiting programme.	June - August 2010	<ul style="list-style-type: none"> o Bait spread on island in 2 whole-island applications plus 3rd in high rabbit density areas. o Debrief of aerial operation conducted. <<MILESTONE>>	Project manager & helicopter contractor	Not yet started.
	Establishment of field huts on site.	June 2010	5 field huts transported to site and commissioned for field hunting teams.	Project Mgr	Not yet started.
	Dogs delivered to Hobart.	July 2010	Delivery of dogs trained to required standards.	Dog trainers	Not yet started.
	Retrieval of aerial baiting resources from Macquarie Island.	August 2010	Helicopters and ancillary equipment and staff returned to Hobart.	Project Manager	Not yet started.
	Recruitment of field teams.	December 2009 and annually to 2015	Vacancies filled.	Project Mgr	Not yet started.
	Commence follow-up rabbit hunting.	August 2010	<ul style="list-style-type: none"> o Hunting teams and dogs arrive on island. o Hunting teams field-trained and deployed to hunting blocks. <<MILESTONE>>	Project Mgr	Not yet started.
	Monitoring of operation outcomes.	Variable	Determined in Monitoring Plan.	Project Mgr	Not yet started.
	Annual deployment of field teams.	March annually (variable dependant on shipping).	Teams arrive on island following induction and training in Hobart.	Project Mgr	Not yet started.

Phase	Task	Target Date	Deliverable	Delegated to:	Current Status as at July 2008
Cont.... 4. Delivery (April 2010 – November 2014)	Hunting for rabbits / monitoring for rodent presence.	August 2010 – November 2014	<ul style="list-style-type: none"> ○ Hunting techniques established and operating. ○ Sign searching regime implemented. ○ Monitoring techniques implemented for rodent incursions. ○ Data on hunting effort collected and analysed. 	Field teams / Senior Field Officer	Not yet started.
	Review of hunting effort and strategy.	At least annually 2011 - 2014	Written revised or confirmed strategies conveyed to field staff.	Project Mgr	Not yet started.
	Conclusion of rabbit hunting. Commence monitoring phase for rabbit presence / absence.	November 2012	All surviving rabbits located and removed. <div style="background-color: yellow; text-align: center; padding: 2px;"><<MILESTONE>></div>	Field teams	Not yet started.
	Check for rodent presence / absence with rodent dog.	March 2013	<ul style="list-style-type: none"> ○ Rodent dog and handler have covered the island over previous year, if no previous rodent sign discovered. ○ No sign of rodents found in previous 3 years. <div style="background-color: yellow; text-align: center; padding: 2px;"><<MILESTONE>></div>	Project Mgr	Not yet started.
	Conclusion of monitoring phase of rabbit hunting.	November 2014	No sign of rabbits located in previous 2 years. <div style="background-color: yellow; text-align: center; padding: 2px;"><<MILESTONE>></div>		

Phase	Task	Target Date	Deliverable	Delegated to:	Current Status as at July 2008
5. Closure <i>(November 2014 – August 2015)</i>	Project closure based on two years of monitoring with no sign of target animals.	March 2015	Debrief of project processes, lessons and outcomes.	Project Mgr	Not yet started.
		May 2015	a. Disposal of project assets.	Project Mgr	Not yet started.
		July 2015	b. Paper submitted to appropriate journal.	Project Mgr	Not yet started.
		As opportunities allow during and after project.	c. Transferral of capability and technology to other applicable islands scheduled for pest eradication.	Project Mgr	Not yet started.
		August 2015	d. Transfer of files and records to central DEPHA records.	Project Mgr	Not yet started.
		August 2015	e. Final project report including financial acquittals.	Project Mgr	Not yet started.
			<<MILESTONE>>		

4.2.1 Initiation

Pest management on Macquarie Island has been on-going since the 1960s with focus being on control of rabbits, and eradication of weka (by 1989) and cats (by 2001) achieved. Recent impacts of rabbits and rodents and the development of effective eradication techniques on offshore islands resulted in a successful proposal to fund an eradication of ship rats, mice and rabbits from Macquarie Island. The initiation phase centres on the commitment for project funding by the Australian and Tasmanian Governments.

A draft eradication strategy was completed in October 2005 (enabled by Australian Government Natural Heritage Trust funding). The strategy became *Part A - Eradication Plan (Overview)* and justifies the preferred eradication techniques in preference to on-going control of pest populations.

The funding arrangements are described at Section 5.4: Budget.

4.2.2 Set-up

The Eradication Plan will be delivered by the Parks and Wildlife Service using project management methods.

The Project will be established on these DEPHA systems by the Project Manager:

- Records – project files are held at the PWS Southern Regional Office based on departmental records management procedures. Electronic files are on a PWS server which is backed up as part of established electronic file management;
- Finance One (accounting) provides financial records and reports on the project within established parameters, backed up by a project-specific financial recording system;
- Knowledge Share (provides an information management system, program and projects pages and resources across state government agencies).

The project personnel requirements; nominating of Steering Committee and Scientific and Technical Advisory Committee, and recruitment of project planning staff have been completed.

4.2.3 Planning

Project management:

The Tasmanian Government Project Management Guidelines (Dept of Premier and Cabinet) are the minimum standard, they are found at:

http://www.egovernment.tas.gov.au/themes/project_management

The Guidelines define this as a 'large project' and therefore the specified guidelines need to be followed.

The eradication strategy is to spread poisoned baits across the whole island to eradicate rodents and to reduce rabbit numbers, and then to kill all remaining rabbits by on-ground hunting.

There are 5 elements of work required to this end – governance, administration, logistics, operations and project closure. These are outlined below:

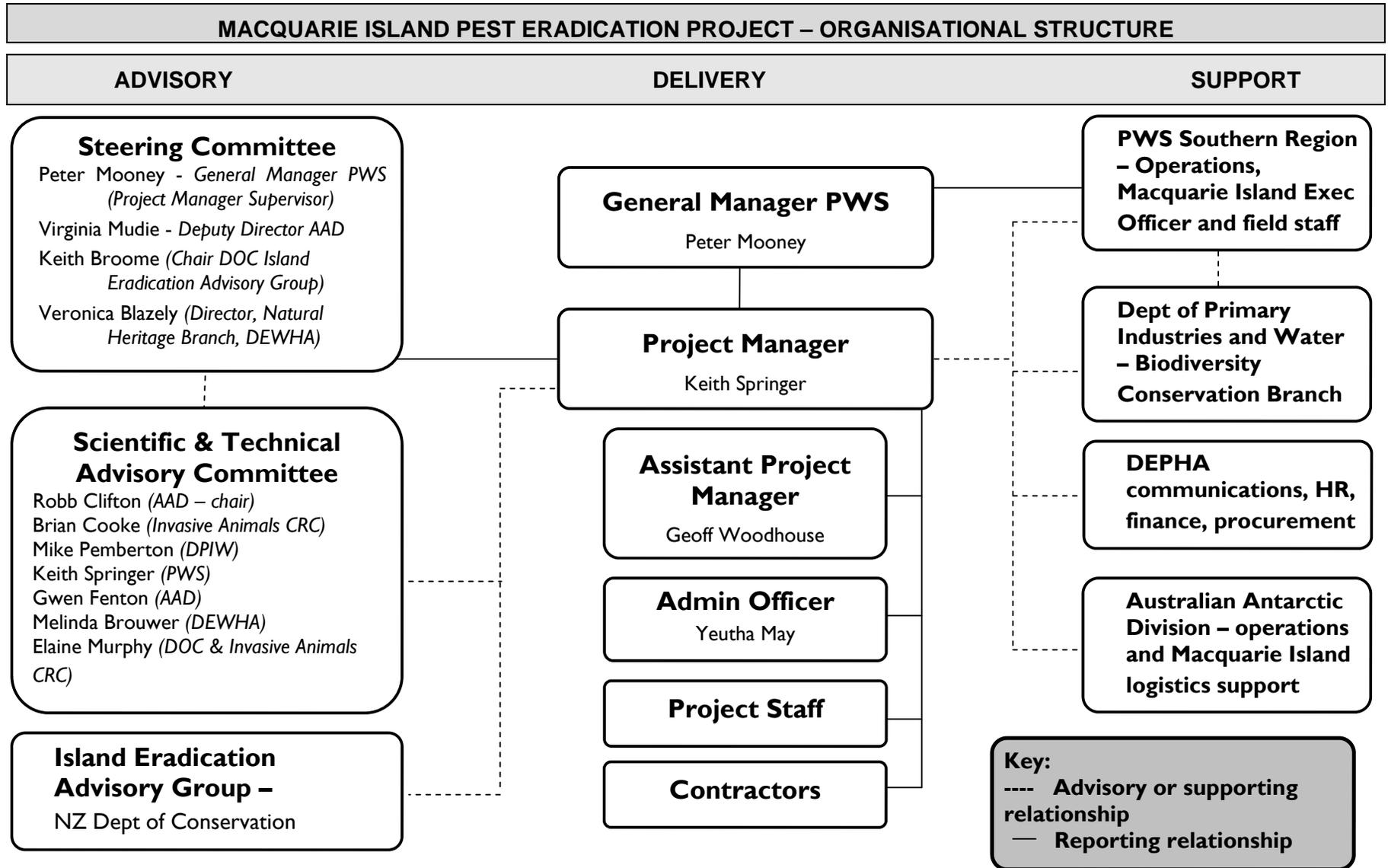
4.2.3.1 Governance

Roles and responsibilities:

Two documents explain governance and roles and responsibilities:

1. *Part B - Operational Plan, Section 4: Project management and staffing requirements;*
2. Steering Committee Terms of Reference (see Appendix 7.1)

An organisational chart for the overall project is shown below. This is followed by a table outlining positions, roles and responsibilities. Organisational charts for the three phases of the project (planning, aerial baiting, and post-aerial baiting) are included as Appendix 7.2



The following table identifies key positions and their attendant roles and responsibilities.

Position	Incumbent	Role	Responsibilities
Steering Committee member	Peter Mooney Veronica Blazely Keith Broome Virginia Mudie	SC is active during set-up, planning, delivery, and closure phases (see Steering Committee Terms of Reference). Support for Project Manager.	Oversee and approve the eradication plan preparation and strategic direction. Liaise with / support from parent departments. Ministerial briefings. Issues resolution.
Project Manager	Keith Springer	Manage eradication project. Oversee aerial baiting and post-baiting phase. Decision team leader – aerial baiting.	Implement the eradication plan as approved by SC and as outlined in the Project Manager Statement of Duties (refer Appendix 7.3). Manage project team staff and stakeholder liaison.
Assistant Project Manager / Senior Field Officer	Geoff Woodhouse	Develop component plans and project documentation. Decision team member – aerial baiting. Team leader – ground hunting initial deployment.	Contribute to preparation and implementation of plan components. Lead initial ground-hunting phase (as Senior Field Officer). Manage field staff (post-baiting). Collate hunting effort data.
Project Administration Officer	Yeutha May	Administrative support to the eradication project.	Distribute printed copies of component plans (and variations). Admin support during planning and initial delivery phases.
Senior Policy Officer (Natural Heritage Management Section)	Melinda Brouwer	Primary contact between project staff and DEWHA.	Administration support for SC (distribute agendas and minutes). Assistance with advice from within DEWHA.

4.2.3.2 Administration

Project administration will be provided by the PWS with support from Corporate Services (DEPHA) and will include:

- executive support (to the Project team);
- information management;
- human resource management support;
- procurement, accounting and financial reporting.

Executive support

Administrative support to the Project Manager and the Steering Committee will be provided by relevant administrative positions within PWS. In addition, administrative support to the Steering Committee (minutes and agendas) is provided by DEWHA staff.

Information management

Requests for project information will be first directed through the Project Manager. Release will be contingent on approval, legislation (Freedom of Information and confidentiality) and agreed procedures.

<i>Information type</i>	<i>Procedure</i>
Media releases.	Joint approval by Tasmanian and Australian Governments (PWS and DEWHA), guided by Communications Plan.
Internal reports between Australian and Tasmanian Government.	Circulate to Steering Committee or Scientific and Technical Advisory Committee members as appropriate.
Reports on scientific research of fauna and flora of Macquarie Island.	Circulate to Steering Committee or Scientific and Technical Advisory Committee members as appropriate.

Human resource management

DEPHA's Human Resource Policies and Procedures outline the standard procedures regarding recruitment and employment management, and will be incorporated into *Part J – Staff Recruitment and Training Plan*. Up to 80 staff may be directly employed during the project and these policies and procedures will guide the recruitment and employment of these staff. Also refer to Section 4.2.3.1 Governance.

Procurement and accounting

Section 5.4: Budget identifies cost types and budget estimates, and will be the basis for approving expenditure by the Project Manager.

The Tasmanian Government Procurement Guidelines (Dept of Treasury and Finance) specify the standard procedures for buying all goods and services. These guidelines are found at <<http://www.purchasing.tas.gov.au>>. A Procurement Plan will be prepared (*Part I - Procurement Plan*) to specify the processes and procedures for procuring goods and services for the project.

The services of the Industry Capability Network Tasmania (DED) will be utilised.

Some purchases will be by public tender (or by seeking a minimum of 3 quotes) and will involve advertising nationally and internationally.

Approval to purchase

All purchases shall be coordinated through the Project Manager so as to comprehensively manage the Project budget. Project staff have specific financial delegations according to the position grading:

Project Manger delegation is \$50,000

Assistant Project Manager delegation is \$25,000

Administrative Officer delegation is \$10,000.

Where the value of goods or services is greater than \$100,000 (excluding GST) the Project Manager shall seek approval from the Steering Committee for the selection of goods and service suppliers (including consultants and contractors). This approval will be sought after the Procurement Review Committee (DEPHA) and Probity Advisor (if engaged) have endorsed the tender selection process.

Project payments (tax invoices) will be directed to the Project Manager (or delegate) who will authorise or recommend payment in accordance with DEPHA's Finance Branch Policy and Procedures.

Procurement Item	Purchasing process	Who purchases and arranges for sign-off?	Who has the authority?	Who else needs to know?
Under \$10,000	Request for quotation, or direct purchase.	Delegated person managing relevant part of the budget.	Project Manager	Project Manager (monthly summaries).
Over \$10,000 and less than \$100,000	Written request for quotation (3).	Delegated person managing relevant part of the budget.	Project Manager / General Manager PWS. Procurement Review Committee (pre-contract review for items over \$50,000).	General Manager PWS.
Tenders of value >\$100,000	Public Request for Tender (RFT).	Project Manager, Tender Evaluation Panel.	Procurement Review Committee (including pre- and post tender review). Secretary DEPHA, Steering Committee.	Minister's advisors briefed.

4.2.4 Delivery

This phase involves coordinating and implementing the actions required to deliver successful project outcomes. It involves tactical and contingent decisions responding to changing circumstances during the course of the project. Refer to *Part B - Operational Plan* for the current eradication methods to be implemented.

4.2.4.1 Logistics

The logistics components of the plan are complex and getting this aspect right is a critical part of the planning process. Contracted services and staff recruitment and induction need to be synchronised to ensure that a ship delivers helicopters and bait spreading equipment, approximately 260 tonne of bait, up to 20 staff and all supporting material to Macquarie Island, 1500 km south east of Tasmania, in order to commence aerial baiting in late May 2010. All components for an aerial baiting operation over the 12,870 ha island need to be planned for and delivered. A subsequent voyage to retrieve aerial baiting elements and deliver field teams and dogs is required for August 2010, with subsequent annual deployment of up to 15 staff and the equipment and supplies to allow them to operate effectively in the field.

Refer to *Part B - Operational Plan* for further details on logistics requirements.

4.2.4.2 Operations

The operational aspects of the plan are centred on the proposed methodology. In summary, these involve the spreading of brodifacoum bait in two whole-island drops by helicopter, with an additional drop on steep areas and areas identified as having high rabbit densities. The second whole-island drop is scheduled for 14 days after the first drop, and is designed to maximise the likelihood of eradicating mice. All rodents are expected to be killed in the two whole-island bait drops, with a projected rabbit kill rate in excess of 95%. Limited follow-up work is feasible if rodents survive the bait drop. Monitoring for sign of rodents will be undertaken with bait kept on hand in the event of survivors being detected. Surviving rabbits are expected and are to be targeted immediately by ground teams with the goal of removing as many survivors as possible within four months of the completion of aerial baiting. The timeframe is important because a) immediate pressure needs to be brought to bear to ensure that rabbits are not breeding up faster than they are removed, and b) that the maximum number of survivors is killed before vegetation recovery makes them difficult to locate. No rabbit shooting or poisoning will be undertaken on the island prior to the commencement of aerial baiting to ensure that rabbits are naïve to eradication methods. This approach is designed to minimise the chance of failure and to ensure the best possible outcome for the investment in the project by project sponsors. Monitoring of rabbit and rodent presence will be on-going, with two years with no sign of pest species being the determination of a successful project.

Refer to *Part B - Operational Plan* for further details on operational requirements and eradication methodology.

4.2.4.3 Rehabilitation

Rehabilitation of vegetation systems on Macquarie Island is expected to occur naturally. Active rehabilitation of vegetation or eroded areas is not considered to be necessary and is not within the scope of this plan.

4.2.5 Closure

During this phase the success of the Project (all aspects, including the eradication effort) is reviewed and assessed.

The Project Manager shall ensure that the file record is complete and provide the Steering Committee with a completion report and final acquittals.

Project assets are to be transferred or disposed of.

A paper submitted to a peer-reviewed journal is intended to add to the publicly available information regarding the project.

A DVD of project activity is expected to be produced at the conclusion of the project.

5. Project Management

5.1 Reporting

Under the PWS Organisational structure the Project Manager reports directly to the PWS General Manager. The Project Manager also reports to the Steering Committee.

Regular progress reports (approximately monthly) shall be distributed for and between Steering Committee meetings and shall explain (as a minimum):

progress toward project objectives and outcomes

budget situation,

time table,

risks and issues, and

expectations (stakeholders).

Reporting requirements and timeframes are also specified in the contract between the federal and state governments that forms the basis for the funding agreement between the two governments.

Reports shall identify variations compared to agreed measures, and mitigation strategies (if required). Extraordinary reports shall be provided as required.

5.2 Decisions

Decision making is shared between the Project Manager and the Steering Committee according to their Statement of Duties and Terms of Reference respectively. The Project Manager is responsible for the implementation of the Eradication Plan and will make decisions pertaining to that implementation, but where necessary will refer to the Steering Committee for advice or assistance.

The General Manager, PWS is the Reporting Officer for the Project Manager and provides in initial guidance and supervision, and will make decisions based on PWS processes and procedures as applied to project staff.

The Steering Committee will consider issues referred to them by the Project Manager or other issues as they arise, and provide advice or direction to the Project Manager. The committee will make decisions on the strategic direction of the plan and have responsibility for approving tenders over \$100,000 in value.

The Scientific and Technical Advisory Committee (STAC) provide advice to the Project Manager and/or the Steering Committee but do not have a decision-making role in terms of implementing the plan. The STAC Terms of Reference are attached (Refer Appendix 7.4)

The type of decision will further determine the appropriate level that decisions are made. This is elaborated upon in the following table.

Decisions on:	Made by:	Guided by:
Preparation of component plans.	Project Manager	Steering Committee
Approval of component plans.	Steering Committee	
Implementation of component plans.	Project Manager	Steering Committee
Significant variation of approved component plans.	Steering Committee	Project Manager
Recruitment of staff, including consultants.	Project Manager	<i>Part J – Staff Recruitment and Training Plan.</i>
Eradication strategies.	Project Manager or refer to Steering Committee	
Procurement of goods and services.	Project staff to delegations, General Manager and Steering Committee above project staff delegations	<i>Part I – Procurement Plan.</i>
Preparation of tender documentation.	Project staff	Tender Evaluation Committee
Payment of invoices.	Project staff up to delegations, PWS General Manager up to delegation	PWS and Treasury procurement and financial instructions, <i>Part I – Procurement Plan.</i>
Approval of tenders over \$100, 000.	Steering Committee	Project Manager, Procurement Review Committee.
Operational decisions – Hobart.	Project Manager	Component plans.
Operational decisions – aerial baiting (on-island).	Project Manager	On-island decision team (PM, Assistant Project Manager, chief pilot), STAC, Island Eradication Advisory Group (NZ Dept of Conservation).
Operational decisions – follow-up hunting (on-island).	Senior Field Officer	Project Manager, STAC.
Monitoring for target species.	Project Manager	<i>Part F – Monitoring Plan</i> , Senior Field Officer, Ranger in Charge, STAC.
Monitoring for project objectives.	Project Manager	<i>Part F – Monitoring Plan</i> , Senior Field Officer, Ranger in Charge, STAC.
Level of support from stakeholder agencies.	Steering Committee	Respective agencies.
Budget preparations.	Project Manager	Project staff, including Senior Field Officer.
Budget over-runs.	Steering Committee	Project Manager

Decisions on:	Made by:	Guided by:
Communications with Stakeholders.	Project Manager or Steering committee as appropriate.	<i>Part G – Communications Plan.</i>
Determining scientific research priorities on Macquarie Island.	Steering Committee	<i>Part F - Monitoring Plan. Scientific and Technical Advisory Committee.</i>
Shipping safety and operation (on island).	Vessel Master	
Helicopter safety and operation (on island).	Chief Pilot	Helicopter pilots, engineer.
Field staff OH&S (on island).	Project Manager (aerial baiting phase). Senior Field Officer (follow-up hunting phase).	<i>Part D – Occupational Health and Safety Plan.</i>
Macquarie Island station management.	AAD Station Leader	AAD

5.3 Resources

Resources are broadly reliant on the financial allocations provided by the Project Sponsors. In addition, staff from PWS Southern Region (including Macquarie Island staff), DEPHA (agency-wide services such as finance, HR, procurement) assist in supporting the project. Biodiversity Conservation Branch staff (DPIW) support Macquarie Island management with scientific advice and input as a Business Plan output. Australian Antarctic Division staff also assist the project with time and advice regarding specific aspects relevant to areas of expertise. Assistance is also anticipated from AAD staff and facilities on Macquarie Island from time to time during the implementation of the eradication plan.

5.4 Budget

The Australian and Tasmanian Governments have each agreed¹ to provide \$12.3 million (\$24.6 million in total).

The World Wide Fund for Nature and Peregrine Adventures have contributed \$100,000 towards an automatic weather station and field huts, in exchange for images and video about the Project. There is scope for accepting additional financial or material contributions to the project. See *Part I – Procurement Plan* for how this will be managed.

¹ Turnbull, M. 2007 *Media Release: Agreement to eradicate rabbits on Macquarie Island*. 4 June. Wriedt, P. 2007 *Media Release: Tasmania comes to the rescue of Macquarie Island*. 4 June.

5.5 Work plan

The *Operational Plan Section 3: Operational Summary* includes a work plan. During the Project this shall be expanded to include the phases identified at Section 4 -Strategy and will include a more detailed work break down and critical path analysis. The Project Manager will keep this current.

Progress reports provided to the Steering Committee shall include this information:

Milestone	Planned completion date	Components	Variation	Explanation

5.6 Risks

5.6.1 Analysis of risks

In this section general risks and mitigation strategies are identified. During the project more detailed analysis will be done, and appropriate amendments to other documents and the project's scope made.

Risk is defined as negative factors, which may seriously delay or compromise the implementation of the plan (i.e. timeframe or techniques) and may affect the project outcomes. Risks may be external or internal to the project.

Internal risks are those associated with the consequences of decisions made while managing or implementing aspects of the project. External risks are normally outside the influence or control of project management.

5.6.1.1 Legislative and regulatory risks

Risk	Potential consequences	Likelihood	Response
Legislation doesn't allow required activities.	May compromise planned eradication techniques or progress.	Medium	Change legislation or seek exemptions (pre-emptive). Change strategies to suit legislation (pre-emptive).
Approvals delayed.	May prevent sequential contract or tender negotiations.	Medium	Seek them before time (pre-emptive). Negotiate acceptable approval timelines ahead of requirements (pre-emptive).

5.6.1.2 Environmental risks

Risk	Potential consequences	Likelihood	Response
Unintended adverse side effects on native species or greater impact than anticipated.	Adverse impact on native populations, loss or reduction of community or sponsor support.	Low in most cases, possibly medium risk regarding skua and kelp gulls.	Refer <i>Part A - Eradication Plan Overview</i> and <i>Part C - Environmental Impact Statement</i> .
Failure to eradicate one or more of the three target species.	Unknown effects if 1 or 2 target species are eradicated but others are not. See <i>Part C - Environmental Impact Statement</i> .	Medium to high due to a high rate of mouse eradication failures worldwide. Macquarie Island is far more ambitious (size of island and scale of project) than any multiple species eradication undertaken worldwide so no direct precedent.	Thorough planning and implementation of eradication plan gives best chance of success. Contingency plans for detection of target species. Also refer <i>Part F - Monitoring Plan</i> . Consider follow-up and long term control on species not eradicated. Assess further in <i>Part C – Environmental Impact Statement</i> . May need to accept presence of species.

5.6.1.3 Financial

Risk	Potential consequences	Likelihood	Response
Tenders and purchased supplies cost more than budget estimates.	Essential components cost more, increased pressure on budget.	High	Inclusion of budget contingency sum. Re-prioritise existing budget.
Currency fluctuations.	Variation in cost of internationally-purchased supplies.	High (may impact positively or negatively on budget).	Inclusion of budget contingency sum. Re-prioritise existing budget.
Additional requirements needed to implement project that are not provided for in budget.	Increasing overall cost, or compromising existing components to allow for unforeseen items. Inability to complete project. Project failure.	High	Inclusion of budget contingency sum. Ongoing budget monitoring to pick up variances. Re-prioritise existing budget. Seek additional funds.
Costs at time of implementation (2007-2013) exceed original estimates (prepared 2005, revised 2007).	Budgetary pressure. Inability to complete project within budget. Project failure.	High	Commitments register. Ongoing financial monitoring of actual vs. budgeted expenditure. Inclusion of budget contingency sum. Inclusion of CPI factor in staffing and major component costings. Re-prioritise existing budget. Seek additional funds.

5.6.1.4 Operational

Risk	Potential consequences	Likelihood	Response
Aerial baiting operation delayed after scheduled start due to extended unsuitable weather, or delayed during aerial operation due to weather.	Delay to aerial baiting operation commencement. Requirement to repeat baiting with implications for contingency bait and fuel availability and additional helicopter costs.	High	Weather forecasting (pre-emptive) and generous operational timeframe (contingent). Thorough operational planning to ensure work completed during available weather. Re-baiting areas already treated (contingent).
Delay landing supplies (establish bait and fuel depots) due to unsuitable sea or flying conditions.	Delay commencement or preclude operation altogether within operational timeframe. Significant cost implications.	Medium	Pre-deployment (pre-emptive), and redundant systems and stores (contingent). Contingency sum in costings. Generous operational timeframe.
Equipment failure.	Assessed against specific equipment. Risk likely to increase with complexity of technology e.g. helicopters, GPS, spreader buckets, Forward Looking Infra Red (FLIR) and Thermal Imaging (TI) cameras.	Medium	Testing before deployment to island; consider testing operationally on a Tasmanian off-shore island (pre-emptive), redundancy provision (pre-emptive) and spares (contingent).
Baits are ineffectual or less effective than expected.	Increase in resources required for follow-up hunting and baiting strategies.	Low	Prior trials using recommended bait to confirm suitability (manufacturer specific). Refer <i>Part A - Eradication Plan</i> . Minimise handling stages. Assay bait for toxin levels.
Significant deterioration in bait quality during transport.	Reduced coverage of spread bait if significantly deteriorated. Reduced uptake if less palatable.	Low	Ensure bait as fresh as possible before shipment. Care taken in storage and handling of bait during transport.
Lack of helicopter hangar on island.	Difficulty in attracting helicopter tenderers.	Medium	Negotiation required with AAD re use of store and sheds for severe weather shelter, and with helicopter operators for acceptable options. Significant unbudgeted cost to construct hangar.

5.6.1.5 Capability (people)

Risk	Potential consequences	Likelihood	Response
Inability to (or difficult to) recruit project staff or contractors.	Compromise implementation of plan.	Medium	Train existing staff (pre-emptive and contingent). Standby agreements with alternative suppliers (for critical). Review employment basis despite cost implications (e.g. 6-month deployments vs. proposed 12 month). Revise staffing requirements.
Staff and staff employment contract conditions	Required numbers of technical and field staff may be difficult to recruit for the proposed field deployment durations. Staff employment award conditions may impose constraints on field outputs.	Medium	Targeted advertising to recruit suitable staff. Consider shorter deployments based on seasonal shipping availability (although cost implications.) Consideration of employment awards in context of Macquarie Island field work.
Loss of key people (from Project).	Loss of knowledge, experience and momentum. Delays to critical component implementation.	Low	Knowledge sharing within teams (job rotation / share / briefing / mentoring / shadowing). Good staff management skills and organisational culture.
Emergency evacuation required (from island).	Additional risk and expense.	Low	Job safety procedures and station medical facility (pre-emptive). Emergency evacuation procedures (AAD) instigated (contingent).

5.6.1.6 Resource

Risk	Potential Consequences	Likelihood	Response
Australian Antarctic Division.	Current and future capacity to support Project with resources.	Medium	Negotiation with AAD and DEWHA.
Lack of suitable accommodation (Macquarie Island).	Reduction in field team size, reducing project capability or additional cost to project.	Low	Negotiation with AAD. Installation of temporary accommodation.
Bait supplier fails to deliver at all (example, supply chain problem, equipment failure, bankruptcy) or late.	Postponement of aerial baiting and subsequent phases. Domino effect on contracts for helicopters, shipping, staff and dogs.	Low	Defer aerial baiting phase. Investigate standby agreements with alternative suppliers (for critical).
Inadequate or insufficient clothing for field staff issue.	Inability for staff to undertake their roles. Additional cost to project.	Low	Negotiation with AAD (pre-emptive and contingent). Additional clothing purchase.
Reliance on contracted dog trainers.	Training not to contracted standard. Delays to arrival on island to participate in ground hunting phase.	Medium	Comprehensive training (pre-emptive). Employment of Dog Training Coordinator. Capacity to complete training on-island if need to meet shipping deadline.
Insufficient interest from helicopter companies with eradication experience to undertake work in sub-Antarctic conditions.	Failure to contract helicopters would compromise aerial baiting phase and thus entire project. Mechanical breakdown or crash during project may compromise project continuing or may delay schedule. Lack of hangar may deter companies from tendering for aerial baiting.	Medium	Standby agreements with alternative suppliers (for critical). Assess feasibility of targeting rabbits only with field teams (contingent).
Insufficient supplies of food (people & dogs).	May prevent continuation of project field operations.	Low	Negotiation with AAD. Assess resupply options (pre-emptive & contingent).
Insufficient supplies of fuel (helicopter and station).	Prevent continuation of project field operations.	Low	Detailed prior planning to estimate requirements. Negotiation with AAD. Assess resupply options (pre-emptive & contingent).
Variability of toxin levels in bait.	<i>Reduced toxicity</i> may compromise outcome of aerial baiting phase on target species; <i>Increased toxicity</i> may increase non-target species impacts and risks.	Low	Samples taken and assayed at manufacture and kept for subsequent analysis as required. Bait contract specifications.

Risk	Potential Consequences	Likelihood	Response
Limited availability of suitable shipping when required. Shipping schedules don't suit Project schedules, are postponed or cancelled (example, mechanical failure).	Inability to source appropriate shipping may lead to difficulty in deploying project-critical supplies or staff.	Low-medium	Deployment by alternative ships (chartered to suit project schedule) – contingent.
Insufficient storage is available on Macquarie Island.	Loss or deterioration of supplies and/or additional cost to project.	Low	Negotiation with AAD (pre-emptive and contingent).

5.6.1.7 Stakeholders

Refer to *Part G – Communications Plan* for identification and analysis of stakeholders.

Stakeholder-related risks can be summarised as:

Risk	Potential consequences	Likelihood	Response
Lobbying seeks to adversely change the project's scope or cause effort/resources to be withdrawn or diverted from essential tasks.	Distraction from project focus.	Low	Communication plan (pre-emptive and contingent).
Loss of community support.	Possibility of injunctions or legal challenges delaying planning and operations.	Low-medium	Communication plan (pre-emptive and contingent). Respond to issues to build support.
Stakeholder impatience, ignorance or promises apply pressure to change the preferred delivery plan.	Distraction from project focus. Delays to operational planning and implementation.	Low-medium	Communication plan (pre-emptive and contingent). Where feasible request additional people and resources (contingent). Steering Committee support.

5.6.1.8 Interdependent and related activities

Risk	Potential consequences	Likelihood	Response
Existing or planned island activities (including scientific research and infrastructure development) may be adversely affected by the Project.	Potential disruption to science programmes both long-term and new. Reduced capacity for eradication field teams if other large-scale projects on-island concurrently.	High	Communication plan (pre-emptive and contingent), specifically consultation and planning (scientific and recurrent operations).
Other govt agency support (e.g. Tas Police, CASA, Customs, and AQIS).	May impede implementation of plan.	Medium	Secure agency commitment for support.

5.6.1.9 Political

Risk	Potential consequences	Likelihood	Response
Loss of support for project (including funding).	Difficulty in implementing the project.	Low if progress is satisfactory.	Briefing ministers periodically. Implementation of communications plan. Steering Committee advocacy.

5.7 Issues

The Project Manager shall keep an issues register that shall be kept current and record responses to those issues. The purpose of the register is to record issues which have a medium or high impact on the progress of project implementation, so that solutions can be found or the impacts addressed, and so that lessons can be captured for the benefit of project debriefing and the better development of future projects.

The register will include:

Project phase	Issue	Class	Date started	Status	Impact	Management	Date closed	Reference

5.8 Communication Management Strategy

Refer to *Part G - Communication Plan*.

5.9 Project Planning Quality

5.9.1 Specialist review

Advisory groups will provide the Steering Committee and Project Manager with advice and specialist review (example, Scientific and Technical Advisory Committee - STAC) and Island Eradication Advisory Group (NZ Dept of Conservation).

5.9.2 Project management review

The Project's management (plans and/or activities) will be periodically reviewed (at agreed milestones or before significant tasks) by an independent person or group to ensure good project governance and accountability. Options include:

- Internal review team(s) (independent staff within PWS);
- Department review team(s) (example, Policy and Project Unit, Procurement Review Committee (both DEPHA);
- Scientific and Technical Advisory Committee
- Interagency Policy and Projects Unit, DPAC;
- Australian Government Department; and/or
- External consultant.

Review of specific components of the Plan is recommended in the following table.

<i>Document</i>	<i>Review sources</i>	<i>Stage</i>
Part A - The Eradication Plan (Overview).	Completed.	N/A
Part B - Operational Plan.	Island Eradication Advisory Group.	After review of current (2005) version.
Part C - Environmental Impact Assessment.	DPIW Biosecurity Conservation Branch staff, Scientific and Technical Advisory Committee.	Completion of working draft.
Part D – Occupational Health and Safety Plan.	DEPHA Human Resources section staff. PWS Southern Region staff.	Completion of working draft.
Part E – Project Biosecurity Plan.	Scientific and Technical Advisory Committee. PWS Southern Regional staff.	Completion of working draft.
Part F – Monitoring Plan.	Scientific and Technical Advisory Committee.	Completion of working draft.
Part G - Communications Plan.	PWS / DEWHA Communications staff.	After review of current (August 2007) version.
Part H - Project Plan (this document).	Steering Committee.	Draft stages.
Part I - Procurement Plan.	PWS and DEPHA procurement staff.	Completion of working draft.
Part J - Staff Recruitment and Training Plan.	DEPHA Human Resources section staff. PWS Southern Region staff.	Completion of working draft.

5.9.3 Procurement review

Procurement must be done in accordance with the Tasmanian Government's Procurement Guidelines (DTAF), and this includes pre and post tender process review by the Department's (DEPHA) Procurement Review Committee (in certain cases) to ensure those Guidelines are followed. Refer to *Part I – Procurement Plan*.

Probity Advisors may also be engaged.

5.9.4 Contract review

Agreements (contracts) with non government organisations require performance specifications and measures, and legal review by Crown Law, DOJ, prior to signing.

5.10 Integration

The Project relies upon integration with a number of other agencies for successful implementation. These agencies include the following categories:

5.10.1 Dependencies

Australian Antarctic Division operations.

Parks and Wildlife Service operations.

Department of Primary Industries and Water operations

Department of the Environment Parks Heritage and the Arts (Tas)

Department of the Environment Water Heritage and the Arts (Aus)

Scientific research (fauna, flora, geoscience, human impacts, mapping, medicine).

Australian Quarantine and Inspection Service

Australian Customs

Civil Aviation Safety Authority

Australian Pesticides and Veterinary Medicines Authority

5.10.2 Related

Parks and Wildlife Service Macquarie Island recurrent operations.

Australian Antarctic Division station operations

5.11 Evaluation

Evaluation of the project processes and outcomes will be undertaken in several forms, including a Project debrief; published papers, final report and video documentation. The final report will address achievements and measures of success against project objectives. The outcomes of

prescribed monitoring of the project contained in *Part F – Monitoring Plan* will also assist in evaluating the project outcomes. The Steering Committee or Project Manager may also develop or request other forms of Project Evaluation or review. Refer also to *Part B - Operational Plan* and *Part F – Monitoring Plan*.

6. References

6.1 Terminology and abbreviations

6.1.1 Terminology

<i>Term</i>	<i>Meaning</i>
eradication	The spreading of poisoned baits and hunting of target species to remove all individuals of the target species – rabbits, ship rats and house mice.
project	All work required to ensure eradication tasks are completed successfully. This includes planning; contracting of services; deployment of staff; obtaining approvals; scientific research, buying, transporting and storing equipment and supplies; and on ground jobs; operation of equipment; review and implementing procedures to prevent reinvasion.
project team	Staff (including contractors) who are specifically tasked to develop, implement and deliver the project or components of it.

6.1.2 Abbreviations

Abbreviations are listed in alphabetical order; organisations are listed first, followed by their divisions.

Australian Government Department of the Environment, Water, Heritage and the Arts (DEWHA)

- Australian Antarctic Division, (AAD)

Tasmanian Department of Economic Development (DED)

Tasmanian Department of Premier and Cabinet (DPAC)

Tasmanian Department of Primary Industries and Water (DPIW)

- Biodiversity Conservation Branch, (BCB)

Tasmanian Department of Justice (DOJ)

Tasmanian Department of Environment, Parks, Heritage and the Arts (DEPHA)

- Parks and Wildlife Service, (PWS)

Tasmanian Department of Treasury and Finance (DTAF)

6.2 References

PWS. 2006 *Macquarie Island Feral Animal Eradication Project Steering Committee Terms of Reference*. 25 September (First Steering Committee ToR).

PWS. 2007 *Macquarie Island Pest Eradication Project Steering Committee Terms of Reference*. (Second Steering Committee ToR).

PWS. 2007 *Macquarie Island Eradication Project Strategic Plan*. (Funding Plan).

PWS and BCB. 2007 *The Plan For The Eradication Of Rabbits And Rodents On Subantarctic Macquarie Island (Part A)*. March (Part A - Eradication Plan Overview).

PWS and BCB. 2007 *The Plan For The Eradication Of Rabbits And Rodents On Subantarctic Macquarie Island (Part B: Operational Plan)*. April (Operational Plan).

World Wide Fund for Nature- Australia – The Crown. 2007 *Grant Agreement for Assisting the Implementation of a 'Plan For The Eradication Of Rabbits And Rodents On Subantarctic Macquarie Island'* 28 February (WWF Grant Agreement).

Wade Fairley & Frederique Oliver – The Crown. 2007 *Contract for Voluntary Services*. 4 April (Fairley & Oliver Agreement).

7. Appendices

7.1 Steering Committee Terms of Reference

Version 0.4, 26 October 2007

Document Amendments

Build Status

<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Reason</i>
0.1	20 July 2007	Andrew Wagg	First draft.
0.2	13 August 2007	Melinda Brouwer	Keith Broome and DEW amendments
0.3	4 September 2007	Melinda Brouwer	Changes accepted and comments from Steering Committee meeting added
0.4	26 October 2007	Melinda Brouwer	Changes from Steering Committee meeting made

Amendments in this Release

<i>Section</i>	<i>Amendment Summary</i>
All	First draft.

Distribution

<i>Version</i>	<i>Date</i>	<i>Distributed to</i>
0.1	23 July 2007	Peter Mooney, General Manager
0.2	15 August 2007	Steering Committee
0.3	19 October 2007	Steering Committee
0.4		Steering Committee

Steering Committee Terms of Reference

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Project title

The short title for the Macquarie Island Rabbit and Rodent Eradication Project will be the Macquarie Island Pest Eradication Project (or the Project).

Background/Context

The Australian and Tasmanian Governments (Project sponsors) are funding a 7 year programme to eradicate rabbits, mice and rats from Macquarie Island.

The key document that explains the problem; planning process; eradication methods; operations and timing; monitoring; and consultation and communication is the

Parks and Wildlife Service, and Biodiversity Conservation Branch. 2006
*The Plan For The Eradication Of Rabbits And Rodents On Subantarctic
Macquarie Island.* November, Tasmania (Eradication Plan).

The Plan is a suite of documents. The Project summary and justification (Part A) is available on the PWS and DEWHA websites. The other parts are, or will be: Part B - Operational Plan; Part C – Environmental Impact Statement; Part D – Occupational Health and Safety Plan; Part E – Biosecurity Plan; Part F – Monitoring Plan; Part G – Communications Plan; Part H – Project Plan; Part I – Procurement Plan and Part J – Staff Recruitment and Training Plan

Governance

Steering Committee's function

The purpose of the Steering Committee is to provide direction, guidance and support to the Project Manager (PM) to assist him in implementing the *Plan for the Eradication of Rabbits and Rodents on Subantarctic Macquarie Island* to achieve the eradication of rabbits, rats and mice from Macquarie Island (Project Objective).

The Steering Committee is accountable to the Project's sponsors for achieving the Project Objective, and the best use of \$24.7 million to that end.

The Steering Committee will select a Project Manager who is responsible for delivering the Project's outcomes (measurable results) and outputs (tangible products) as specified in the Project Plan.

The Project's complexity and duration necessitates that the Committee's functions will be achieved by delegating tasks to staff and external organisations.

The committee will:

- select the Project Manager;
- provide direction to the Project Manager;
- support the Project Manager with advice, discussion &/or recommendations;
- ensure policies and procedures are appropriate;
- monitor progress, adherence to the plan, goals and agreed objectives through quarterly reports;
- provide reports to respective Ministers;
- endorse the outcomes of Tasmanian tender processes relevant to the project;
- endorse significant changes to the Eradication Plan;
- approve the project plan and any major variations to it;
- approve Terms of Reference for the Scientific and Technical Advisory Committee (STAC);
- identify and appoint members of the STAC;
- request the advice of the STAC on scientific and technical matters;
- consider STAC recommendations, providing direction to the Project Manager if necessary;

Steering Committee Terms of Reference

- be involved in stakeholder discussions, information, negotiation where called on by Project Manager or as agreed in Project Plan;
- facilitate and communicate key messages to stakeholders (cf Communications Plan);
- agree scientific research priorities for rabbit eradication on Macquarie Island;
- resolve issues its delegates find intractable/contribute to the resolution of critical issues;
- approve phase closure and project close-out; and
- sign off acceptance of project outputs.

The Project's objective is ambitious, and success or failure will have significant environmental and stakeholder consequences; the Committee will have to manage stakeholder expectations and scrutiny, which will extend to a worldwide audience.

Membership

The Project Manager will be an ex officio member of the Committee.

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<p>Virginia Mudie Deputy Director Australian Antarctic Division Department of Environment, Water, Heritage and the Arts Australian Government Phone: +61 3 6232 3206 Fax: +61 3 6232 3215 Email: virginia.mudie@aad.gov.au</p>	<p>Keith Broome² Senior Technical Support Officer Research, Development and Improvement Division Department of Conservation New Zealand Government Phone: +64 7 858 0007 Fax: +64 7 858 0001 Email: kbroome@doc.govt.nz</p>

² The Department of Conservation has agreed to provide to the Project Keith's time (inclusive of on-costs) free of charge, however the Project will be invoiced for travel and related expenses.

Steering Committee Terms of Reference

Roles

Co-chair	Peter Mooney Veronica Blazely	Schedule and organise meetings, including writing and distributing agenda and minutes, and a venue.
Spokesperson	Peter Mooney	Will represent the Project in public (and to the media). Refer to the Communications plan.
Sponsor's representatives	Peter Mooney (Tasmanian) Veronica Blazely (Australian)	Represents respective government's interests during the Project and reports to them.
Eradication expert	Keith Broome	Provides advice about eradication issues, with reference to independent experts (as required).
Station Infrastructure management	Virginia Mudie	Provision and coordination of AAD logistic support

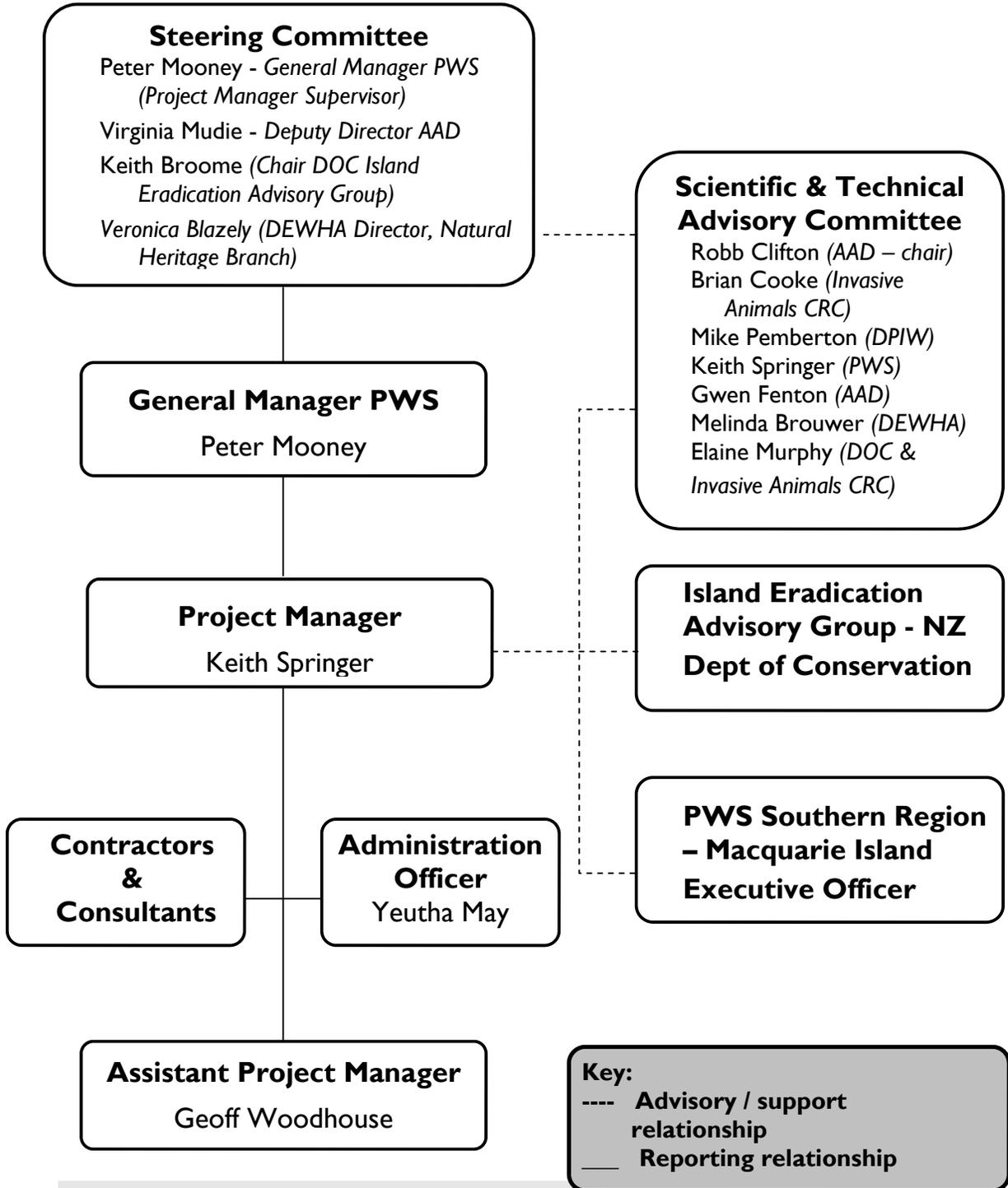
Process

Meetings

- Meetings will be of 2 types, ad hoc and regular; these will be called by the Chair and will be by phone, email or in person (as determined by the Chair).
- Ad hoc meetings will be to make decisions about emerging issues, when required.
- Regular meetings will be to make decisions about stages of work and to review progress at significant milestones. As a guide these shall be monthly/bimonthly during the early Project stages (first year).
- For regular meetings, at least 2 weeks notice will be provided, and the agenda will be forwarded at least 1 week before the meeting time.
- The Chair may cancel or reschedule up to 24 hours before the meeting starts.
- In person meetings will generally be held in Sydney or Melbourne.
- If a member is unable to attend a meeting, they may nominate a proxy.
- All decisions of the Committee will be arrived at by consensus.
- Minutes of all meetings shall be provided within 1 week after a meeting.
- The eradication project Administration Officer is responsible for maintaining Project records.
- The Committee may consider issues out of session.
- Secretariat services will be provided by the Australian Government.

7.2 Organisational Charts for the three phases of the project

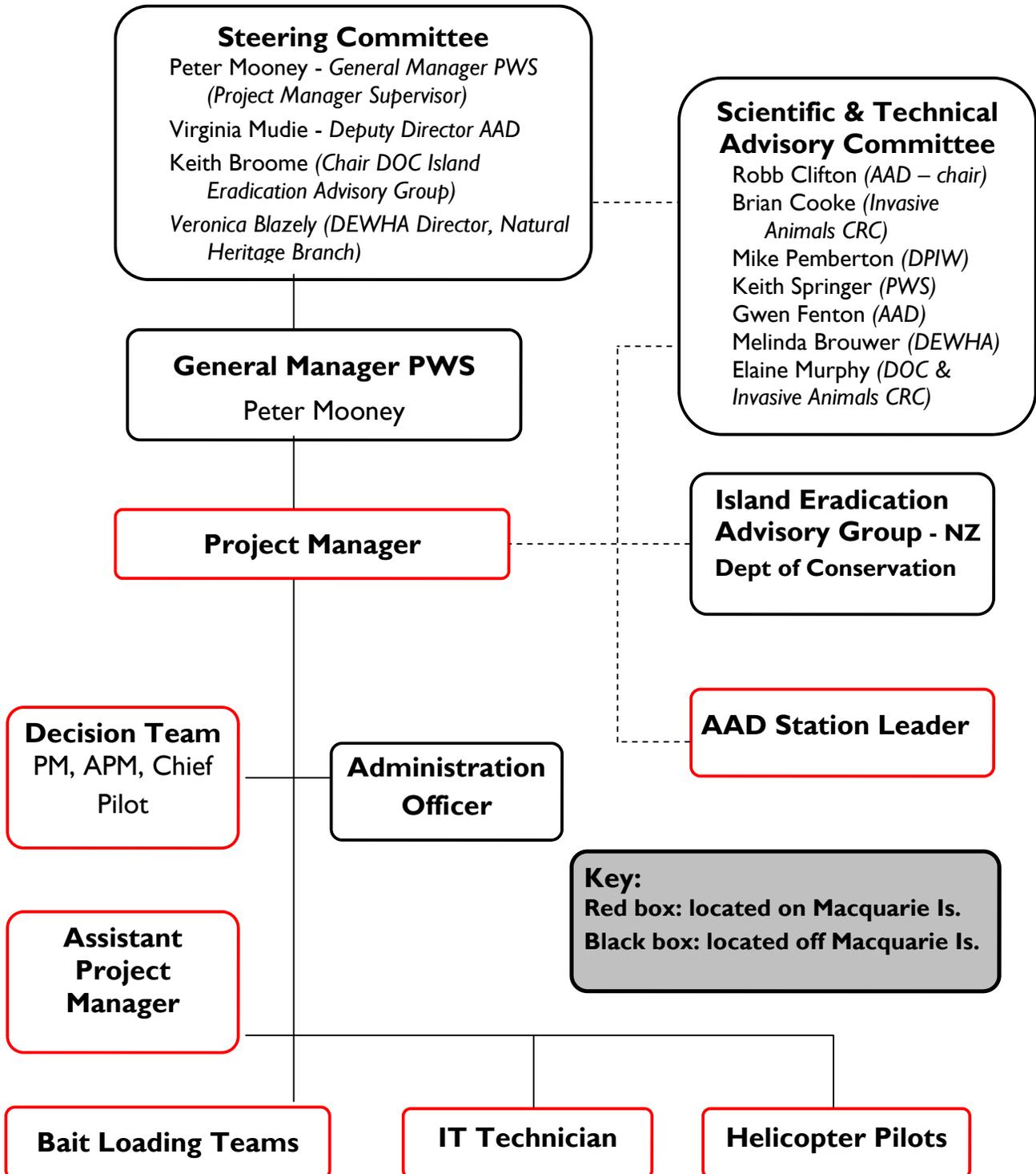
Macquarie Island Pest Eradication Project
Organisational Structure – Planning phase



Organisational Charts – Project Phases

Macquarie Island Pest Eradication Project

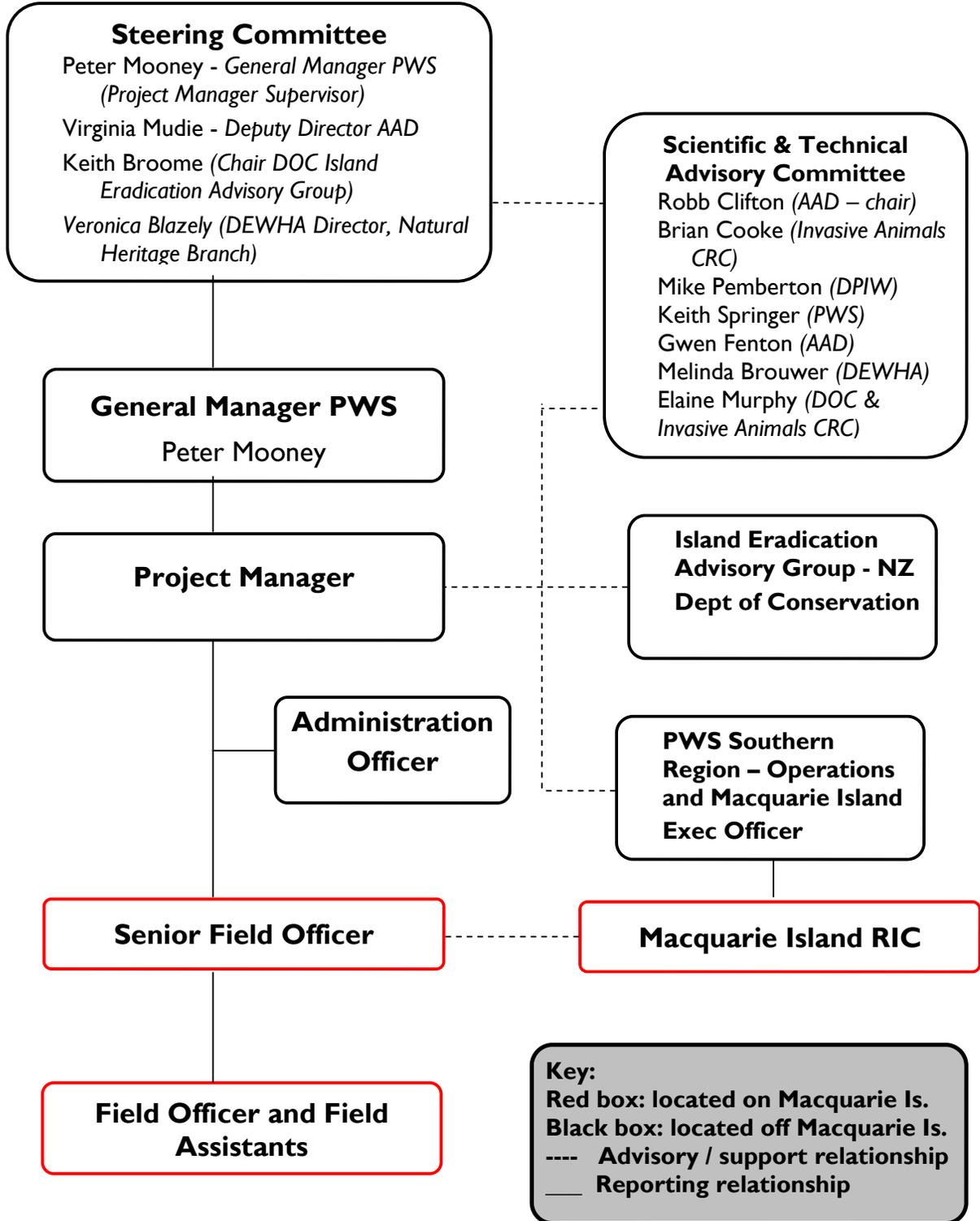
Organisational Structure – Aerial baiting phase



Organisational Charts – Project Phases

Macquarie Island Pest Eradication Project

Organisational Structure – Post-aerial baiting



7.3 Statement of Duties – Project Manager

Statement of Duties

Title:	Project Manager – Macquarie Island Pest Eradication
Position Number:	705913
Division:	Tasmanian Parks and Wildlife Service
Business Unit:	Southern Region
Location:	Glenorchy
Employment Condition:	Fixed Term (4 years), Full Time
Award/Classification:	Administrative and Clerical Employees Award, Level 12
Immediate Supervisor:	General Manager

ORGANISATIONAL OBJECTIVE:

Mission: To enhance Tasmania's economic, environmental and social well-being, both now and in the future, through the best possible use of our natural and cultural assets and activities.

Goal: To benefit present and future generations through development and recognition of Tasmania's:

- unique natural and cultural heritage;
- clean and healthy environment;
- world renowned parks and reserve system;
- innovative and creative arts;
- iconic botanical, heritage and visitor sites; and
- attractiveness to visitors.

DIVISIONAL OBJECTIVE:

To create and maintain a representative and world-renowned park system that achieves the principal goal of conserving the State's natural and cultural heritage while providing for sustainable use and economic opportunities for the Tasmanian community.

BUSINESS UNIT OBJECTIVE:

The Southern Region delivers conservation and presentation services and manages the Department's 'estate.' One of the main challenges in fulfilling this role is achieving the conservation of natural and cultural values, while providing opportunities for people to visit and recreate in parks and reserves. The regions also have responsibility for carrying out fire management duties including wildfire suppression, fuel reduction and habitat management.

POSITION OBJECTIVE:

To assist the ecological restoration of Macquarie Island by implementing the *Plan for the Eradication of Rabbits & Rodents on Subantarctic Macquarie Island*.

Statement of Duties – Project Manager

MAJOR DUTIES:

- Refine, develop, implement and manage the *Plan for the Eradication of Rabbits & Rodents on Subantarctic Macquarie Island*.
- Provide a high level of personal leadership, integrity, enthusiasm and motivation aligned with PWS values and project goals. Develop the skills and capabilities of project team staff to enhance the capability to deliver a successful project outcome.
- Proactively manage internal and external stakeholder relationships and expectations through utilisation of effective communication and consultation strategies. Negotiate and resolve conflicts in a constructive and sensitive manner.
- Provide high level expertise, advice and assistance to the General Manager and the Macquarie Island Feral Animal Steering Committee on strategies and policies for the eradication project and concomitant sub-plans.
- Manage the project team to deliver defined outcomes on time and within budget ensuring appropriate and timely corrective action is taken to address any slippages, particularly those that are critical to the overall project. Ensure project documentation is controlled and managed effectively.
- Develop and implement thorough and systematic project management and performance reporting systems and tools ensuring visibility and accountability for project risk, cost and quality throughout the eradication project. Provide timely progress reports to the General Manager.
- Oversee all project activities, including liaison with other stakeholders, budgeting, contracting, logistics coordination, regulatory compliance, monitoring, field work and report writing required to implement the pest eradication plan for Macquarie Island.
- Develop a team culture focussed on project delivery. Communicate effectively across the organisation so that staff are informed of project progress and view the project in a positive light.
- Assess the need for and evaluate any necessary development for project staff in terms of knowledge, skills and experience that will support successful execution of the eradication project and propose relevant development and/or training activities aligned to the overall eradication plan.

LEVEL OF RESPONSIBILITY:

The Project Manager will attend steering and advisory group meetings according to appropriate structure.

This Project Manager establishes and manages internal Project Team staff over the duration of the project and is accountable for project progress and delivery. The position will exercise considerable financial and contractual delegation.

The position is required to comply with relevant Occupational Health and Safety legislation and departmental policies and guidelines as relating to this position.

DIRECTION / SUPERVISION RECEIVED:

The Project Manager answers directly to the General Manager but works in close consultation with staff from other State and Federal government agencies.

Internal Project Team staff will answer directly to the Macquarie Island Pest Eradication Project Manager.

Statement of Duties – Project Manager

The occupant receives broad direction from the General Manager with tasks and processes being undertaken with total autonomy.

KNOWLEDGE AND SKILL (SELECTION CRITERIA):

1. Highly developed skills in complex project management with the proven capacity to successfully manage projects to cost, schedule and quality targets.
(20%)
2. Demonstrated ability to develop, initiate and implement strategic and operational plans in a complex and demanding environment.
(20%)
3. Well developed relationship management skills, including communication and problem solving skills, the ability to communicate effectively with individuals and organisations, all in a multi-stakeholder type environment. Well developed negotiation, facilitation and conflict resolution skills.
(20%)
4. High degree of flexibility, innovation and problem solving skills and the capacity to effectively liaise with diverse stakeholders to achieve project outcomes.
(20%)
5. A well developed knowledge of, and demonstrated experience in, feral animal eradication methods and monitoring techniques, including requirements for environmental and statutory responsibilities and Occupational Health and Safety issues and practices. Demonstrated skills and knowledge of field operations in remote areas and relevant experience in the management of subantarctic reserved areas or similar reserved land.
(10%)
6. Demonstrated ability to lead, coach and develop a team of people to perform at their best and achieve tangible results in both an office scenario and in a remote and physically challenging environment.
(10%)

QUALIFICATION AND REQUIREMENTS:

Qualifications:

Essential Requirements:

nil

Desirable Requirements:

- An appropriate university degree in a natural resource management, science discipline or qualifications in project management is desirable but not essential.
- Holder of a current motor vehicle driver's licence.

WORK ENVIRONMENT:

The Department of Tourism, Arts and the Environment is committed to high standards of performance in relation to Occupational Health and Safety and Diversity Management. All employees are expected to participate in maintaining safe working conditions and practise and promote and uphold the principle of fair and equitable access to employment/promotion, personal development and training and the elimination of workplace harassment and discrimination. The department is a smoke-free environment.

The working environment in the Department of Tourism, Arts and the Environment is governed by:

State Service Principles

The State Service Principles (the Principles) are contained in section 7(1) of the *State Service Act 2000*. Section 8 of the Act requires Heads of Agency to uphold, promote and comply with the Principles and section 9(13) of the Act requires employees to behave at all times in a way that upholds the Principles.

The Principles are a core element of the State Service and represent the minimum responsibilities of officers and employees. Employees should familiarise themselves with the Principles and must work to ensure the Principles are embedded into the culture of the Agency and that the Principles are applied to all Agency decision-making and activities.

Code of Conduct

The State Service Code of Conduct (the Code) is contained in section 9 of the *State Service Act 2000*. It complements the State Service Principles and requires employees and officers to act appropriately in the course of their duties and to maintain the confidence of the community in the activities of the State Service. The Secretary of the Department of Tourism, Arts and the Environment has legislative authority to investigate an allegation of a breach of the Code and to impose a sanction where a breach has been determined.

The *State Service Act 2000* and the Commissioner's Directions can be found on the State Service Commissioner's web site at <http://www.osscc.tas.gov.au>.

POSITION DIMENSIONS:

This section records the quantifiable staff and current financial data relevant to the position. Some of the following dimensions (or the whole section) may not be relevant to the position.

STAFF DATA

- Total number of internal staff reporting to the position both directly and through subordinates.
 - **As Project Manager, a significant number of staff will be responsible to the position in terms of outputs for the eradication project. One Assistant Project Manager/Senior Field Officer position and one support position will report directly to the incumbent. Annual field teams of up to 14 staff will be recruited for Macquarie Island roles.**
- Total number of external staff, such as contractors and other service providers reporting to the position.
 - **This will vary depending on the stage and requirements of the project, but will include contractors providing helicopters, shipping, baits, IT technicians, dog handler coordinators and a New Zealand services co-ordinator (subject to inter-agency support agreements).**

FINANCIAL DATA

- The operating and/or capital expenditure of the unit – **The Macquarie Island pest eradication project budget will be approximately \$25 million.**
- Revenue – **N/A**

Staff budget – **\$10 million.**

7.4 Scientific and Technical Committee Terms of Reference

Macquarie Island Pest Eradication Project Scientific and Technical Advisory Committee

The role of the Scientific and Technical Advisory Committee (STAC) is to respond to requests for advice from the Macquarie Island Pest Eradication Steering Committee and the Project Manager on scientific and technical matters relevant to the implementation of the *Plan for the Eradication of Rabbits and Rodents on subantarctic Macquarie Island*, taking into account the expertise of the member and the views and expertise of the organisation they represent.

The Scientific and Technical Advisory Committee (STAC) will not undertake any work unless directed by the Steering Committee or Project Manager.

Terms of Reference for the STAC

By accessing their expertise and the resources of their parent organisations, members of the STAC will:

- 1 Provide scientific and technical advice on matters referred by the Steering Committee or the Project Manager.
- 2 Act as the primary conduit for communication between each of the participating organisations and the project manager.
- 3 Monitor the implementation of the eradication plan and advise the Steering Committee of the scientific and technical implications of any issues which arise.
- 4 Advise the Steering Committee and the Project Manager of any scientific or technical issues of urgency that arise during the implementation of the plan

Membership of the STAC

Membership of the STAC is based on expertise in island pest eradication, subantarctic conservation and wildlife and/or logistics. Committee members are selected primarily for their scientific and/or technical skills and experience, but also as representatives of the organisations with an interest or stake in the eradication project. They are appointed by the Macquarie Island Pest Eradication Project Steering Committee.

Membership of the Committee comprises:

- Australian Antarctic Division operations representative (Chair)
- Independent Australian Government expert
- New Zealand DoC representative
- Vertebrate pests CRC representative
- Tasmanian Parks and Wildlife Service representative
- Tasmanian Department of Primary Industries and Water representative
- Australian Antarctic Division Science support representative
- Australian Government Department of Environment and Water Resources representative

The Project Manager will attend meetings of the STAC.

Members are appointed for the term of the project subject to the consideration of the Steering Committee.

The committee may invite observers to attend meetings.

The Project Manager or Steering Committee may request for observers to attend meetings.

Operation

The STAC will operate according to the following procedures:

- The committee is a forum for the discussion of scientific and technical aspects of the Pest Eradication Project. It may make recommendations to the Steering Committee and to the Project Manager.
- If the Committee does not reach consensus on any matter, the Steering Committee will be advised of all committee member views.
- Correspondence and advice will be collated by the Chair and presented to the Steering Committee and the Project Manager.
- A quorum will consist of 4 members plus the Chair.
- Members will advise the secretariat of a substitute when they are not available. They may nominate a proxy.
- Meetings will be of two types, ad hoc and regular. Ad hoc meetings will generally be called by the Steering Committee, but may be called by the Chair or Project Manager in response to an urgent issue.
- Out of session issues may be canvassed in response to a request for advice from the Project Manager, and responses will be collated by the Chair and provided to the Project Manager and Steering Committee.
- The committee shall hold at least four meetings per year. Meetings may be held by phone, email or in person.
- Correspondence and advice from the Committee will be provided to the Project Manager and the Steering Committee by the Chair.
- Any papers necessary for the meeting will be provided to members one week before the meeting.
- Minutes will be made available to members within two weeks of each meeting.
- If the Chair is unable to attend any meetings the PWS representative will act as Chair.
- Costs of staff attending meetings will generally be borne by their parent organisation, however the Australian Government will cover the costs of its independent expert and the eradication project will cover the costs of the DoC representative participating in meetings.

Secretariat

The secretariat for the STAC is provided by the eradication project Administration Officer (Tasmanian Parks and Wildlife Service).