

manual

gms

gms

Gascoyne
Murchison
Strategy



Government of
Western Australia

the gascoyne-murchison strategy at a glance

WHAT IS THE GMS TRYING TO ACHIEVE?

The GMS came about because the people of the Gascoyne and Murchison were concerned about the future of their region. They discussed their concerns with the government and agreed that some things had to change. The regional goal they set for themselves is summarised in the following sentence:

A socially and economically viable community, involved in a diverse range of industries, based on the use of the rangelands in an environmentally sustainable way.

Every part of the GMS has been designed to contribute, in some way, to the achievement of this goal.

HOW WILL THE GMS ACHIEVE THE REGIONAL GOAL?

The GMS will achieve its goal by making it easier for people in the region to

- Develop their own and their business's full potential,
- Expand and diversify the region's industries,
- Restructure for modern land use needs, and
- Create development that builds the region's environmental and economic base.

This will happen through implementation of the four core programs of the Strategy, which are:

- **Business and industry development grants,**
- **Industry research and development projects,**
- **Voluntary lease adjustment, and**
- **Better regional environment management.**

WHAT ARE BUSINESS AND INDUSTRY DEVELOPMENT GRANTS?

The GMS provides direct financial assistance for activities and on-ground works that help to achieve the regional goal.

Grants are available for the following categories:

- Information and skills for business development
- Innovative on-ground works and activities that improve the station's business position
- Installation of approved Total Grazing Management systems
- Installation of approved 24 hour power systems and communications equipment
- Development of new enterprises and industries with regional benefits
- Rehabilitation and reticulation of artesian bores for better land and water management in the Carnarvon Artesian Basin

Grants are not loans and are not linked to debt or means testing. All grants will require matching inputs from applicants. In-kind contributions are recognised as matching inputs. Grant applications will be funded according to their merit in a competitive assessment process.

For more information turn to Section 1, Business and Industry Development Grants

WHAT ARE INDUSTRY RESEARCH AND DEVELOPMENT PROJECTS?

The pastoral industry requires new information to help it achieve the regional goal. The GMS will fund the following projects to provide new information and developments in:

- New commercial finance options for rural businesses
- Increased industry self-management
- New technology for controlling and monitoring stock and water supplies
- Better climate information for use in property planning and land management
- Increased community awareness of rangelands and rangeland industry issues
- Market premiums for 'sustainable' rangeland products

These projects will run for the next 3-5 years. All require the involvement of local industry members with special skills or experience in each field.

For more information turn to Section 2, Industry Research and Development Projects

WHAT IS VOLUNTARY LEASE ADJUSTMENT?

The GMS will act as broker for pastoral lessees who wish to subdivide their property for sale to more than one buyer. Assistance will be provided to cover the costs of re-surveying of lease boundaries. The GMS can also provide financial assistance to exiting lessees where lease adjustment creates significant public benefits for the region.

The GMS will only get involved in cases where the subdivision creates significant economic and environmental benefits and has Pastoral Board approval.

For more information turn to Section 3, Voluntary Lease Adjustment

HOW WILL BETTER REGIONAL ENVIRONMENT MANAGEMENT BE ACHIEVED?

The GMS will work with CALM to identify areas of special ecological value within the Gascoyne-Murchison region. CALM will buy some land for the conservation reserve estate, either as whole leases or as smaller parcels of land that become available through the VLA process (described above).

There will also be increased management of special areas outside CALM reserves, including commercial management agreements between CALM and leaseholders. Part of this program will develop new management tools for conservation management within production systems, linked to the establishment of markets for 'sustainable' rangeland meat and wool.

For more information turn to Section 4, Regional Environment Management

WHO CAN APPLY?

ALL pastoral businesses in the Gascoyne-Murchison region are eligible to apply for GMS programs, unless advised otherwise.

GMS Business and Industry Development Grants are available to groups of businesses as well as individual businesses.

Local people interested in being involved in any of the **Industry Research and Development Projects** can contact the GMS for project details. Expressions of Interest to participate will be called for from time to time in GMS newsletters and other regional publications.

Lessees wishing to sell their property to more than one buyer should contact the GMS to discuss the options available under the **Voluntary Lease Adjustment** program. Lessees wishing to purchase part of an adjoining property are not able to initiate a lease adjustment process.

Landholders who may have areas of ecological significance on their leases and who are interested in opportunities for commercial conservation management of these areas should contact the GMS for more information on the **Regional Environment Management** program.

For more information on applications, turn to the relevant section of the manual

WHO RUNS THE GMS?

A brief overview of the management structure of the GMS provides an insight into the running of the Strategy.

The GMS is a decision of the State Cabinet. Cabinet has delegated responsibility for implementation of the Strategy to the **GMS Cabinet Sub-Committee**. The Minister for Primary Industry is chairman of the sub-committee. Other members are the Ministers for Regional Development, Environment, Lands and Water Resources.

The Cabinet Sub-Committee has appointed the **GMS Board** to oversee implementation of the GMS and to report to Cabinet. The Board has an independent chairman, three regional members, two business/finance members, one member with environmental skills, one representative of RAFCOR and one Government representative.

The Board is supported by the **GMS Management Team**, which is responsible for the day-to-day running of the Strategy. The Management Team is made up of the Strategy Director, the Strategy Manager, the Rural Adjustment Manager and administrative assistants.

For any information regarding the workings of the Strategy, you should initially contact the **Strategy Director**. Likewise, all applications to the Strategy should be sent to the Strategy Director. The Strategy Director will be able to provide you with a contact person (including the Strategy Manager and the Rural Adjustment Manager) to assist you to develop business plans, implementation proposals or any other requirements you have regarding the Strategy's operations.

It should be remembered, though, that the driving force for achievement of the regional goal will come from people in the region. Government funding has created opportunities for change through the four programs of the GMS, but the ideas and on-ground change that will determine their success will need to come from people in the region.

Part of the role of the GMS management structure is to monitor and evaluate all aspects of the Strategy to ensure that it is making progress towards the regional goal. Where progress is slow, the Strategy's programs will be reviewed and modified to make them more effective.

HOW MUCH MONEY IS THERE FOR THE GMS?

In total, there is \$20.7 million for Business and Industry Development Grants, \$3.8 million for Industry Research and Development Projects, \$3.0 for Voluntary Lease Adjustment, \$15.7 million for Regional Environment Management and \$2.2 million for management and evaluation of the Strategy.

These totals are for a five-year period. They are made up of 'grants', 'support' and funds still in negotiation.

'Grants' money is the part of the budget the GMS can invest directly in the region through its programs. 'Support' money pays for the technical, financial and planning information and advice that people will need to develop funding proposals. It also contributes to the operation and management of the various research projects. Funds 'in negotiation' are yet to be formally approved by funding bodies. Throughout the life of the GMS, there will always be funds in negotiation because projects will continue to expand and develop beyond their initial scope, and new projects will emerge that require extra resources.

In addition to the existing GMS totals shown below, a significant portion of funding will also come

from landholders as matching contributions to grants programs. The GMS can not operate without this contribution and it is an essential part of the partnership between government and the region.

PROGRAMS OF THE GMS	Grant (\$000)	Support (\$000)	Negot. (\$000)	Total (\$000)
1 Business and Industry Development Grants	12749	5128	2850	20727
2 Industry Research and Development Projects	1241	1715	885	3841
3 Voluntary Lease Adjustment	2432	585	-	3017
4 Regional Environment Management	13900	1175	635	15710
Strategy Management and Evaluation	1625	300	321	2246
STRATEGY TOTAL	31947	8903	4691	45541

Negot = Still under negotiation
(As at 22 April 1998)

how to use this manual

There will be a lot of information produced about the different parts of the GMS over the next five years. This manual has been created so you can keep the information you need organised in one book.

At the start, it will contain some basic information about the parts of the Strategy that are ready to begin immediately. As the other parts of the GMS get going, you will receive new information that can be clipped into the manual under the appropriate headings. The GMS will also send out newsletters and reports from time to time. These will be prepared so you can store them in the manual for later reference. Information in the manual is arranged as follows:

1 SECTION 1: BUSINESS AND INDUSTRY DEVELOPMENT GRANTS

- INTRODUCTION
- ELIGIBILITY
- APPLICATION PROCESS – PREPARING AN IMPLEMENTATION PROPOSAL
- ASSESSMENT AND FUNDING
- DESCRIPTIONS OF ELIGIBLE ACTIVITIES

2 SECTION 2: INDUSTRY RESEARCH AND DEVELOPMENT PROJECTS

- INTRODUCTION
- DESCRIPTIONS OF PROJECTS

3 SECTION 3: VOLUNTARY LEASE ADJUSTMENT

- INTRODUCTION
- ELIGIBILITY
- ASSESSMENT
- THE VOLUNTARY LEASE ADJUSTMENT PROCESS

4 SECTION 4: REGIONAL ENVIRONMENT MANAGEMENT

- INTRODUCTION
- A REGIONAL ENVIRONMENT MANAGEMENT STRATEGY
- RESERVES AND MANAGEMENT AGREEMENTS
- ENVIRONMENT MANAGEMENT WITHIN PRODUCTION SYSTEMS

5 SECTION 5: ATTACHMENTS

- BUSINESS AND INDUSTRY DEVELOPMENT GRANTS
- INDUSTRY RESEARCH AND DEVELOPMENT PROJECTS
- VOLUNTARY LEASE ADJUSTMENT
- REGIONAL ENVIRONMENT MANAGEMENT
- GENERAL



Sections 1 to 4 of the manual give the details of the four core programs of the GMS. Section 5, the *Attachments section*, contains additional information relating to each of the programs and projects. Most of the official forms, technical information and GMS background material you will need are contained in this section.

Because the manual will grow over time as new information is added, colours have been used to identify the different sections instead of page numbers. Use the colour of each section to find the information you are looking for. Additional information sent to you later will also be colour coded to show which section it belongs to.

If you require any other information on the GMS, or would like to see more included in the manual, please contact the Strategy Director on 08 9956 3317.

business and industry development grants

INTRODUCTION

The GMS provides Business and Industry Development Grants for activities and on-ground works that help to achieve the regional goal by

- increasing the profitability, productivity and sustainability of the station business
- increasing the ability to manage risk and attain financial independence
- trialing and utilizing new technology which enhances the pastoral operation
- creating opportunities to access new sources of income
- increasing the efficiency of resource management, and
- increasing product and market awareness.

Grants are not loans and are not linked to debt or means testing. All grants will require matching inputs from applicants. Approved in-kind contributions (some labour, machinery use, etc) are recognised as matching inputs. Grant applications will be funded according to their merit in a competitive assessment process.

ELIGIBILITY

ALL pastoral businesses in the GM region are eligible to apply for GMS grants, unless advised otherwise.

The GMS region is defined as:

the Shires of Exmouth, Carnarvon, Shark Bay, Upper Gascoyne, Murchison, Meekatharra, Cue, Mt. Magnet, Yalgoo, Wiluna and Sandstone PLUS the following properties in adjacent shires: Bimbijj, Bullardoo, Coolcalalaya, Eurardy, Jibberding, Kadji Kadji, Karara, Lochada, Lynton, Mallee, Mouroubra, Mt. View, Murchison House, Perangery, Pinegrove, Remlap, Wanara, Wandina, Woolgorong and Yandi.

A pastoral lease lying across the boundary of one of the shires listed above, which is significantly inside the GMS region, IS eligible to apply for GMS grants.

Where a group of eligible businesses applies for a grant for a joint activity, the group may include properties that lie outside the GMS region. Also, the group may include people from non-pastoral businesses. It is important, though, that most of the group members are from pastoral properties within the GMS region and the activities proposed are eligible for GMS support.

More information on the types of activities that can be funded by GMS grants is provided in this section under the heading *Description of eligible activities*.

APPLICATION PROCESS: PREPARING AN IMPLEMENTATION PROPOSAL

GMS Business and Industry Development grants are available for eligible activities and on-ground works that are part of a business plan.

You apply for GMS grants by submitting an extract of your business plan to the GMS. This extract (called an Implementation Proposal) shows details of the work to be done, how much it will cost and how it will change the business for the better. Proposals may include works and activities from any combination of the categories listed in the *Description of eligible activities*.

A template for developing an Implementation Proposal is provided in the *Attachments* section at the back of this manual. Implementation Proposals developed by individuals and by groups use the same template.

Your first point of contact when developing a proposal for the GMS should be the Strategy Director. The Strategy Director will be able to discuss your idea with you and direct you to a contact person (including the Strategy Manager and the Rural Adjustment Manager) who can assist you in more detail with the development of your proposal.

The GMS will fund proposals according to the quality of information presented in the Implementation Proposal. So, you should always seek the best available technical and financial advice when putting your business plans and proposals together.

When looking for information, start by talking with people in the region who have some experience of the type of activity you are proposing to do. The *Description of eligible activities* includes the names of people who can provide advice on each type of activity.

If you don't have a business plan for your property or your group project, financial and professional assistance is available to help you develop one. Also, if your proposal requires specialist advice not available within the region, there may be assistance to pay for the information or the time of the person who can give it to you.

ASSISTANCE FOR DEVELOPMENT OF BUSINESS PLANS AND PROPOSALS

Before approaching the GMS, you should already have worked out what it is you want to achieve for your business or group. This usually requires some sort of pre-planning and collection of relevant information.

The GMS does not need to see the full business plan for your property. Good Implementation Proposals, though, will show how the activities they contain fit in with and add to the running of the whole business, or the group of businesses concerned.

If you do not already have a business plan, *Business Planning Grants* of up to \$5000 are available to help cover the costs of a planning consultant. A list of approved consultants and an application form for the business planning grant is supplied the *Attachments* section at the back of this manual.

Better Business workshops provide the opportunity for you to learn new techniques in business planning from professional presenters. The workshops, for groups of five or more, cover topics such as

- principles of planning and risk management
- financial and business management
- resource capability assessment
- animal production and new enterprises
- development of business plans

These techniques can be of use in designing your proposal and will help you get more out of the consultants and advisers you use. More information on Better Business is provided in the *Attachments* section at the back of this manual.

Grazing for Profit workshops are not linked to the GMS, but can provide a different way of looking at

your business that may change the way you want to operate. As such, these workshops can stimulate new ideas for Implementation Proposals.

Local best practice and performance benchmarking groups are starting up in many areas of the GMS region. Like the Grazing for Profit workshops, they provide a group approach to planning that may identify new projects for GMS funding.

For very big projects or ones that require a high level of technical detail, it may be best to first prepare a smaller Implementation Proposal for planning the entire project. This may especially be the case with large group or district level projects. Contact the Strategy Director if you think this applies to you.

ASSESSMENT PROCESS

Implementation Proposals will be assessed by the GMS using a competitive process.

Twice each year, the GMS takes all the Implementation Proposals it has received and ranks them according to the following assessment criteria:

- technical feasibility
- ability of the applicant to carry out the proposed works or activities
- increases in sustainability, productivity, profitability and business risk management
- development of new products, systems or enterprises which diversify the enterprise and the region
- contribution to sustainable natural resource management in the region
- the applicant's financial and other contribution to the proposal (including labour).

The amount of funding for each proposal is determined by the amount of funding allocated for each funding round, the extent to which the proposal meets the above criteria and the extent of the applicant's contribution.

GMS may contribute up to 80% of costs of Carnarvon Artesian Basin rehabilitation works. For other activities, cost sharing will be closer to 50:50. In-kind contributions such as labour will be recognised in cost-sharing arrangements.

Grants are paid according to agreed work schedules, as specific parts of the proposal are completed. Details of agreed work and payment schedules will be written up as part of an Implementation Agreement.

The Implementation Agreement is a simple but legally binding document, which states

- the amount of GMS support for the implementation proposal
- parts of the implementation proposal which are supported
- how, when, and by whom the proposed activities are to be implemented
- how and when GMS support is to be provided

A template for the Implementation Agreement is provided in the *Attachments* section, at the back of this manual.

DESCRIPTION OF ELIGIBLE ACTIVITIES

The GMS has secured money from many sources to fund the Business and Industry Development Grants program. The GMS has negotiated this money on the basis that it will be spent in ways that directly help achieve the regional goal.

So, in general terms, the GMS will seek to invest in proposals that

- increase the profitability, productivity and sustainability of the business
- increase the ability to manage risk and attain financial independence
- trial and utilize new technology which enhances the pastoral operation
- create the opportunity to access new sources of income
- increase the efficiency of resource management, and
- increase product and market awareness.

More specifically, the GMS has been funded to implement the community recommendations that underpin the regional goal. The recommendations that relate to business and industry development can be summarised under the following headings

- Information and skills for business development
- Innovative on-ground works and activities that improve the stations business position
- Installation of approved Total Grazing Management systems
- Installation of approved 24 hour power systems and communications equipment
- Development of new enterprises and industries with regional benefits, and
- Rehabilitation and reticulation of artesian bores for better land and water management in the Carnarvon Artesian Basin.

These are the six areas of activities the GMS is able to provide grants for. Together, they cover most of the ways for pastoral businesses and industry groups in the GMS region to become more profitable, productive and sustainable.

These headings are explored in more detail in the following pages. Take the time to read through them and see which activities match those you have identified as priority items in your own business plan. Doing this will give you a fair idea of what the GMS has to offer you, and how you can contribute to achievement of the GMS regional goal.

The next step is to contact the Strategy Director to discuss how you can include these items in your Implementation Proposal for submission to the GMS.

BUSINESS AND INDUSTRY DEVELOPMENT GRANTS – ELIGIBLE ACTIVITIES

information and skills for business development

The GMS provides a shopfront for grants to individuals, families and business groups who wish to gain new skills and information to improve or expand their business.

The GMS will direct Implementation Proposals containing the following activities to the appropriate funding sources:

Information and training courses to improve management in areas such as

- risk management
- financial and natural resource management
- marketing
- sustainable agriculture
- quality assurance
- leadership
- human resource management
- succession planning.

For business groups, information and training activities dealing with

- training courses to improve business management
- formation and initial operation of benchmarking groups
- monitoring and analysis groups
- resolving rural adjustment issues on a group basis
- assessment and planning on a group level

The GMS can also provide assistance to other industry, community and government bodies for

- piloting innovative training programs,
- training courses for program deliverers, and
- identifying rural adjustment needs,

where these activities can be shown to help achieve the GMS regional goal.

If you have identified a need for new skills or information that does not appear to be listed above, contact the Strategy Director on 08 9956 3317 to discuss the eligibility of your idea.

BUSINESS AND INDUSTRY DEVELOPMENT GRANTS – ELIGIBLE ACTIVITIES

innovative on-ground works and activities that improve the station's business position

The GMS provides grants for on-ground works and activities that

- improve the ability of pastoral businesses to increase profitability, sustainability and capacity to manage risk, and
- provide new options for pastoral businesses through diversification

The GMS will consider funding parts of Implementation Proposals that include on-property activities that address issues such as

- sustainable resource management
- new management systems
- technological developments
- changing the property program
- enterprise diversification
- infrastructure contributing to new land and livestock management systems
- increasing profitability
- product and market research and development
- establishment of new water supplies and re-distribution of existing supplies

A mock-up of an eligible Implementation Proposal is included in the Attachments section at the back of this manual. This will show you examples of how the sorts of activities listed above can apply to a typical pastoral business in the GMS.

You will notice that many of these issues are very broad. *If you are still unsure about the eligibility of any activities or works you have planned for your station, contact the Strategy Director on 08 9956 3317.*

BUSINESS AND INDUSTRY DEVELOPMENT GRANTS – ELIGIBLE ACTIVITIES

installation of approved total grazing management systems

Widespread adoption of a Total Grazing Management (TGM) approach to stock and water control in the Gascoyne-Murchison region will produce significant economic and environmental benefits at both property and regional scales.

Implemented together in a planned, strategic way, the different elements of TGM offer benefits including

- total (multiple-species) control of access to artificial waters
- trapping and selection of different grazing species on waters
- reduced labour and equipment costs of mustering and handling operations
- effective paddock spelling through control of artificial waters in destocked paddocks
- selective exclusion of grazing from sensitive, degraded or ecologically significant areas
- more efficient land use through better matching of grazing pressure to grazing capacity
- preservation of conservation areas within a production system

To achieve these outcomes, the GMS can share the costs of installation of approved TGM works including

- fencing to protect fragile areas
- strategic fencing of severely degraded and eroded areas
- protection of sensitive or threatened ecological communities or species
- construction of approved permanent trapyards
- establishment of new water supplies away from fragile and sensitive areas and/or threatened ecological communities

To encourage widespread adoption of TGM, the GMS offers support primarily to groups of neighbouring properties. However, it will also fund well-planned systems on individual properties.

For more information on design and construction of TGM systems, contact Damien Pearce or Geoff Eliot at Agriculture WA on 08 9956 3333.

For general information on how to include your plans for TGM in an Implementation Proposal, contact the Strategy Director on 08 9956 3317.

BUSINESS AND INDUSTRY DEVELOPMENT GRANTS – ELIGIBLE ACTIVITIES

installation of approved 24 hour power systems and communication equipment

Access to reliable power and communications services is an important part of achieving the 'socially viable community' referred to in the GMS regional goal.

As a general equity issue, the State Government already supports access to 24-hour power for people living in remote Western Australia. Through the Office of Energy's Remote Area Power Supply Systems scheme, households throughout remote WA can receive up to \$8000 towards the costs of approved 24 hour power generation equipment (see *Attachments* section of the manual).

The GMS is currently negotiating with the Federal Government for new funds to extend this program and to expand it to include upgraded communications access and equipment.

The following is a summary of the new GMS proposal:

Access to basic communications for rural and remote rangeland residents of WA

Provision of the basic building blocks to access modern communications services is essential for remote residents of the Western Australian rangelands to participate in 21st century education, information and business networks.

This project aims to assist rural and remote residents in rangeland WA to access and utilise:

- *Appropriate power supplies to meet requirements of basic communications such as the ability to send and receive faxes during business hours on a regular basis*
- *Communications equipment required to access services such as the Internet*
- *Training for basic communications equipment operating skills*

The central requirement of this proposal is provision of 24 hour 240 volt renewable power. Remote Area Power systems suitable for use remote areas are currently available in WA. The proposal is to provide assistance for eligible residents to acquire and install approved RAP systems on a matching contribution basis.

Total funding required: \$2.45 million

(Submitted to the *Networking the Nation* Regional Telecommunications Infrastructure Fund)

Updates on progress with this proposal will be reported in the GMS newsletter. Final arrangements for new funding for remote area 24-hour power and communications will be sent out for you to add to this manual.

For more information on the GMS proposal and the existing RAPS scheme, contact the Strategy Director on 08 9956 3317.

BUSINESS AND INDUSTRY DEVELOPMENT GRANTS – ELIGIBLE ACTIVITIES

development of new enterprises and industries with regional benefits

The need to diversify the economic base of the region is clearly spelled out in the GMS regional goal.

The greater the range of industries and enterprises operating in the region, the less potential for a downturn in one sector to affect all the others. The same principle applies at individual business, industry and regional scales.

The GMS will consider funding parts of Implementation Proposals that create new opportunities for the region through:

- better on-property resource use through investigation and trials likely to lead to improved profitability, productivity, product development and value-adding
- investigation of the feasibility (and support for the progression) of new enterprises, industries, production systems and land uses for the region
- increased vertical and/or horizontal integration of industries and enterprises
- creation of alliances between related enterprises and industries
- development or enhancement of regional industry resources and infrastructure
- increasing competitiveness and sustainability of existing industries in the region

The GMS will also coordinate the efforts and resources of government agencies, regional, industry and community bodies to develop:

- aquaculture industry and infrastructure
- new land and water resources for horticulture
- regional tourism product, including sites, mapping, signage, infrastructure, information and marketing
- mineral prospectivity information for commercial exploration
- road infrastructure requirements of new regional industries
- diversification opportunities and advice for pastoral enterprises
- information on Pastoral Board conditions of diversification on pastoral leases
- information on harvesting plant and animal products on pastoral leases
- Codes of Conduct for harvesting plant and animal products on pastoral leases

The GMS will appoint a sub-committee to coordinate and oversee these regional development projects.

For more information, and to discuss your ideas for new regional industries, contact the Strategy Director on 08 9956 3317.

BUSINESS AND INDUSTRY DEVELOPMENT GRANTS - ELIGIBLE ACTIVITIES

rehabilitation and reticulation of flowing bores in the carnarvon artesian basin

Better use and management of artesian bores is essential for environmentally sustainable land use in the GMS region.

The GMS intends to provide funding for parts of Implementation Proposals that cater for the renewal, refurbishment and reticulation of artesian bores in the Carnarvon Artesian Basin.

The GMS is considering the appointment of a steering group to oversee this part of the grants program. This steering group would include local landholders and technical people from the Water and Rivers Commission and Agriculture WA.

The steering group would recommend priorities and standards for bore rehabilitation work and guidelines for the GMS to assess Implementation Proposals on a property-by property basis.

In general terms, pastoralists who have artesian bores on their leases will work with the project manager from the WRC and other technical people to produce proposals that show

- Existing bore and bore drain location and condition
- Proposed changes to bore use and replacement of bore drains with piping
- Works required to equip, repair or plug bores
- Proposed additional reticulation and equipment for watering points
- Schedule and full costing of all proposed works
- Summary of benefits to efficiency and sustainability of water use and land management

As a rule, the GMS will provide up to 80% of the costs of artesian bore works in eligible Implementation Proposals.

Information about establishment of the artesian bore program will be circulated in the GMS newsletter. Guidelines and standards will be sent out for you to add to this manual as they are developed.

For more information about grants for artesian bore work, contact the Strategy Director on 08 9956 3317.

industry research and development projects

INTRODUCTION

The pastoral industry requires new information to help it achieve the regional goal. The GMS will fund the following projects over the next 3-5 years to provide new information and developments in:

- **New commercial finance options for rural businesses**
- **Increased industry self-management**
- **New technology for controlling and monitoring stock and water supplies**
- **Better climate information for use in property planning and land management**
- **Increased community awareness of rangelands and rangeland industry issues**
- **Market premiums for 'sustainable' rangeland products**

The GMS will coordinate people with special skills or experience in the relevant fields to undertake the various projects. All of the projects will also need the involvement of small groups of local industry people. In each case, these people will have an active, 'hands-on' role to play in the running of the project and setting priorities for research.

Calls for expressions of interest for these positions will be announced from time to time over the life of the GMS. People who have a particular interest or ability in any one of the projects are encouraged to apply at that time.

For those not directly involved, the projects will produce progress reports and information about their findings. These will be circulated as part of the regular GMS newsletter and, where appropriate, as new information sheets to add to this manual.

The GMS has set the objectives for these projects and will be responsible for ensuring they contribute constructively to the achievement of the regional goal. The performance of each project will be closely monitored and evaluated by the GMS and changes will be made to project design if necessary to achieve the GMS objectives.

DESCRIPTION OF PROJECTS

The following pages are one-page summaries of the six Industry Research and Development projects. The summaries are set out to show the reason for the project, how it will be done and what it needs to achieve.

The contact details of the coordinator for each project will be listed as they are appointed. In the meantime, contact the Strategy Director for more information on any projects that interest you.

INDUSTRY RESEARCH & DEVELOPMENT PROJECTS - PROJECT DESCRIPTION

investigation of new commercial finance options for pastoral businesses

This project will explore the current availability of commercial finance for pastoral businesses and bring borrowers and lenders together to investigate new options.

The GMS will appoint a special Commercial Finance Task Force to undertake this inquiry. The Task Force will be made up of representatives of the pastoral and finance industries who have relevant skills and experience in this field.

The Task Force will review the original GMS recommendation for this project and develop terms of reference for the approval of the GMS Board.

It is expected that the project will involve surveys of existing commercial finance conditions for pastoral borrowers and the credit risks associated with pastoral businesses.

The Task Force will prepare a report and recommendations for the GMS to distribute and initiate further action as appropriate.

Expressions of Interest for membership of the Commercial Finance Task Force will be called for through regional and industry newsletters and organisations. Information on the development of the Task Force, its terms of reference and findings will be reported in the GMS newsletter and sent out for you to add to this manual.

For more information, contact the Strategy Director on 08 9956 3317.

INDUSTRY RESEARCH & DEVELOPMENT PROJECTS - PROJECT DESCRIPTION

increased industry self-management

This project deals with the GMS recommendation for a review of the 'institutional arrangements' that influence management of rangelands in WA.

To address problems facing the pastoral industry in this region, the GMS has developed programs that create investment in business and industry development, new information, lease adjustment and the environment.

This project provides an opportunity for local pastoral industry representatives to travel interstate to see how other rural industries are dealing with their problems.

The aim is for these people to bring back ideas that will help the industry take greater control of its future after the GMS has finished. The ideas could include new ways to organise marketing of pastoral products, ways to identify regional priorities for industry research and development, and greater involvement of industry in policy development for the rangelands.

On their return, the study group will apply their experience to developing a range of options for how rangelands industries might take a greater role in management of regional issues such as markets, land use and the environment.

The GMS will appoint a study group made up of local producers and representatives of industry organisations and special government bodies such as the Pastoral Board and the Soil and Land Conservation Council. The study group will work with the GMS to define its terms of reference and arrangements for the interstate tour.

Details of the study group and its activities will be distributed through the GMS newsletter and industry organisations and sent out for you to add to this manual.

For more information, contact the Strategy Director on 08 9956 3317.

INDUSTRY RESEARCH & DEVELOPMENT PROJECTS - PROJECT DESCRIPTION

new technology for controlling and monitoring stock and water supplies

The pastoral industry is long overdue for advances in technology that reduce labour and infrastructure maintenance costs.

This project will identify major time consuming management operations that could possibly be improved through the use of new technology such as electronic devices.

Currently available technology will be adapted to suit local conditions, trialed on working pastoral properties and, where successful, promoted through demonstrations and field days. The project will also investigate specific requirements for investment in the development of new technologies.

Initially, the project will test the potential of electronic stock control devices that can reduce the requirement for internal property fencing. This and other innovations will be identified and assessed by

1. Surveying industry demand for technology to reduce costs of routine station operations
2. Consulting with commercial retailers to locate existing technology that could do the job
3. Trialing and demonstration to evaluate and promote useful devices and systems
4. Assessing the economic benefits and feasibility of further commercial production
5. Contacting appropriate research bodies to inform them of demands for development of new technologies for specific practical applications

The project will require significant input from local producers, both in the identification of needs and the testing of possible technological solutions. A steering committee including industry members will be formed to oversee the project and guide the research process.

For more information, contact the Strategy Director on 08 9956 3317.

INDUSTRY RESEARCH & DEVELOPMENT PROJECTS - PROJECT DESCRIPTION

better climate information for use in property planning and land management

Reliable climate forecasting can make a significant contribution to pastoral business planning and risk management.

Extensive research and development has been undertaken into climate forecasting, particularly the El Nino phenomenon. This research has provided primary producers in eastern Australia with state of the art decision aids. This level of predictability is not currently available for the western seaboard, where the influence of El Nino is less.

This project will fill some of the gaps in information about Western Australia's climate, especially for the arid rangelands. Better information will result in more advanced climate monitoring, forecasting and drought alert systems for land management decision-makers.

Specific activities of the project include:

- Review of existing regional climate knowledge to form a baseline for new research
- Capture of 'pre-computer' regional climate information to extend the long term record
- Investigation of regional climate patterns and the larger-scale mechanisms that drive them
- Development of new information products and decision aids for land managers
- Provision of better climate monitoring and prediction services for special purpose sectors of the regional community
- Development of community programs to raise awareness of regional climate risk and the availability and use of new tools for land managers.

The GMS is currently negotiating funding for this project with the Land and Water Resources Research and Development Corporation. Updates on progress will be reported in the GMS newsletter. More detail on the project's activities will be sent out for you to add to this manual when funding has been confirmed.

For more information, contact the Strategy Director on 08 9956 3317.

INDUSTRY RESEARCH & DEVELOPMENT PROJECTS - PROJECT DESCRIPTION

increased community awareness of rangeland industry issues

The GMS recommendations identified the need for city-based people to have a better understanding of the issues affecting rangeland industries and communities.

This project will initially target schoolchildren by producing curriculum material including information about primary production, tourism, conservation and Aboriginal issues.

Information products will be based on the successful 'Workboot' series produced by the Kondinin Group.

Information for this package will be developed in collaboration with the ICPA, School of the Air, the Department of Education and local people with skills and experience in education.

The project will also provide the opportunity for these people to plan and develop other activities that increase education and awareness of rangeland issues within and outside the region.

Further developments in this project and opportunities for interested people to become involved will be announced in the GMS newsletter.

For more information, contact the Strategy Director on 08 9956 3317.

INDUSTRY RESEARCH & DEVELOPMENT PROJECTS – PROJECT DESCRIPTION

market premiums for ‘sustainable’ rangeland products

The GMS regional goal identifies ‘environmentally sustainable’ land use as an important objective for industry development in the region.

A similar idea called Ecologically Sustainable Development (ESD) is now an important principle driving government policy and industry development worldwide.

This project will investigate and develop new markets for rangeland meat and wool based on production systems that are ecologically sustainable.

Growing portions of some overseas markets are now paying premiums for food and fibre products rated as ‘clean and green’ and ‘organic’. The people buying these products are willing to pay more on the basis of an assurance that they are ‘chemical free’.

Pastoral meat and wool is grown in an environment that is free of virtually all industrial and agricultural chemicals. It has also never been cleared of native vegetation and still maintains healthy ecosystems in most places.

On this basis, rangeland pastoralism is presently closer to achieving real ESD than nearly all other forms of agriculture. If good pastoral management can be proven to maintain and improve the local ecology, rangeland meat and wool will have a unique place in the world market.

This project will combine research into the production systems, marketing and rangeland ecology needed to achieve premium prices for these new rangeland products.

Funding for this project is currently under negotiation with the Natural Heritage Trust. Progress with funding will be reported in the GMS newsletter.

For more information, contact the Strategy Director on 08 9956 3317.

voluntary lease adjustment

INTRODUCTION

It has been generally accepted for some time that some leases in the GMS region are unable to support profitable pastoral businesses under current economic conditions. In many cases, this problem is related to lease size and land condition.

In the past, such leases have continued to be bought and sold in the marketplace as whole leases. So, successive owners have suffered from their low productive capacity. In some cases, the condition of the land has also suffered.

The GMS will act as broker for pastoral lessees who wish to subdivide their property for sale to more than one buyer. This will help those who wish to exit while allowing remaining leases to achieve more flexible land use.

The GMS may provide financial assistance to ensure exiting lessees receive a fair market value where lease adjustment creates significant public benefit for the region. Assistance will also be provided to cover the costs of re-surveying lease boundaries.

The objective of the Voluntary Lease Adjustment (VLA) program is to ensure pastoral leases are of appropriate scale, ownership and land use for future rangelands industries. The VLA process will only be used where subdivision of a lease meets this objective, creates significant economic and environmental benefits and has Pastoral Board approval.

ELIGIBILITY

Only the vendor (seller) of the pastoral lease to be subdivided can initiate the VLA process.

To be eligible for the VLA process, a pastoral lease must

- Be entirely or partly within the GMS region
- Have formal approval for sale from the Pastoral Board
- Have genuine expressions of interest from buyers for all parts of the lease
- Have potential buyers who can demonstrate real benefits from acquiring and managing the land, and who accept Pastoral Board conditions on use of the land

As with the other GMS programs, you should contact the Strategy Director to discuss your eligibility for the VLA process. The GMS Rural Adjustment Manager can assist you with seeking expressions of interest from potential buyers, and will broker the deal.

ASSESSMENT

Before committing itself to the VLA process for an eligible lease, the GMS will assess the amount of 'public good' that can be achieved, based on

- the increase in productivity, profitability and risk management that can be achieved
- contribution to sustainable land use
- contribution to new land use, new industries and/or new production systems
- benefits to the businesses acquiring new land
- increased multiple land use.

ADJUSTMENT PROCESS

Vendors making application for VLA must first proceed through normal processes of notification of intention to sell, inspection and approval by the Pastoral Board of Western Australia.

The VLA process then proceeds as follows:

1. The vendor contacts the GMS to confirm arrangements, including their expectations for sale price of the lease
2. The GMS requests the Valuer General to prepare a valuation of the lease, as a guide to its current market value
3. The GMS determines the expectations of interested neighbours and other possible buyers for portions of the lease
4. If all parties are agreed and commercial settlement is possible, a registered Real Estate agent or settlement agent will complete the necessary processes. The GMS will pay for any survey and DOLA transfer fees (This does not include stamp duty and other normal commercial charges)
5. If an agreement cannot be reached, the vendor submits the proposal to the GMS, which will assess the 'public good' of the subdivision and may make an offer to the vendor to commercially settle the deal
6. If the GMS offer is not accepted, the offer will lapse.

MORE INFORMATION

More information and case study examples will be provided as the VLA process is tested and developed further over the life of the GMS. In the meantime, contact the Strategy Director on (08) 9956 3317 if you have any questions about how the VLA might be useful to you.

regional environment management

INTRODUCTION

Protection and management of the region's environment is an important part of the regional objective the GMS is trying to achieve.

A major component of the GMS is to identify areas of special ecological value within the Gascoyne-Murchison region. CALM will buy land containing some of these areas for the conservation reserve estate, either as whole leases or as smaller parcels of land that become available through the VLA process.

The intention of the GMS is also to increase management of special areas outside CALM reserves, sometimes involving commercial management agreements between CALM and leaseholders.

Another part of this program will develop better methods for environment management within production systems, necessary for the development of new markets for 'sustainable' rangeland meat and wool.

A STRATEGY FOR REGIONAL ENVIRONMENT MANAGEMENT

The GMS will work with CALM, the Department of Environmental Protection and Agriculture WA to identify specific places in the region that have important ecological values. Each of these places will then be assessed to determine what level of management is needed to ensure their protection.

The management strategy may show that some areas need to be made into conservation reserves. Other areas might not need protection, but still need careful management. Some areas may simply need to be monitored to ensure they stay in good condition. Industry involvement in this process will be necessary to ensure that practical aspects of land management are understood and catered for. The finished strategy will be a public document.

RESERVES AND MANAGEMENT AGREEMENTS

For areas requiring the highest levels of protection and management, CALM will purchase land for conservation reserves. Sometimes this will involve whole pastoral leases. In other cases, the land containing these areas may come up for sale, or be retained for conservation purposes, through the Voluntary Lease Adjustment process. This will mean that CALM can purchase smaller, specific parcels of land to meet the region's conservation needs.

Areas that require management and monitoring only ('off-reserve' management) will be dealt with through a range of different types of management agreements. Some of these agreements will involve commercial deals between CALM and landholders. Others will be purely voluntary. Investigation of new ways to make off-reserve management deals work will be an important task for this part of the GMS.

ENVIRONMENT MANAGEMENT WITHIN PRODUCTION SYSTEMS

The GMS will invest in research and trials to find new pastoral management systems that are beneficial for the environment as well as the business.

Total Grazing Management systems are an example of this type of management tool. By controlling stock and other grazing animals at watering points, they add to the efficiency of management as well as the control of grazing pressure. This part of the GMS will look at industry and environmental needs to produce more management tools that are of benefit to both.

The main aim of this research is to establish ways of looking after the region's environment that work together with commercial production. In this way, the GMS will take the pressure off conservation reserves by ensuring better environment management of all land in the region.

This research links to a GMS Industry Research and Development project that will investigate new markets for meat and wool based on 'ecological sustainability'. The intention is that management systems demonstrating real environmental benefits will earn significant premiums for rangeland producers in the world market.

MORE INFORMATION

More information about the Regional Environment Management program of the GMS will be provided as it becomes available.

attachments

This section of the manual contains additional information you may need to refer to during your involvement with the GMS.

Information is organised into the four components of the GMS, plus a 'General' information section. Each section is colour coded for easy reference.

From time to time, new information will be sent to you to add to this part of the manual. Everything sent to you, including future newsletters, will have holes punched in it so it can be stored here.

If you find that you need more information, or if you think of anything that should be added to this section of the manual, please contact the Strategy Director on (08) 9956 3317.

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