



# Victorian Serrated Tussock Working Party STRATEGIC PLAN 2023–2028

## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the Country that we work on throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past and present, and we acknowledge emerging leaders. Moreover, we express gratitude for the knowledge and insight that Traditional Owners and other Aboriginal and Torres Strait Islander people contribute to our shared work in Australia.

We pay respects to all Aboriginal and Torres Strait Islander communities. We recognise that Australia was founded on the genocide and dispossession of First Nations people and acknowledge that sovereignty was not ceded in this country. We embrace the spirit of reconciliation, working towards self-determination, equity of outcomes, and an equal voice for Australia's First People.



### VICTORIAN SERRATED TUSSOCK WORKING PARTY STRATEGIC PLAN 2023-2028

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## Foreward

I am pleased to present the Victorian Serrated Tussock Working Party Strategy 2023-2028. This Strategy outlines how the VSTWP is going to achieve its vision of reducing the impact of serrated tussock on Victoria's economy, environment, and communities.

During the process of developing the new Strategy, the VSTWP took the opportunity to assess the achievements of the Working Party over the past five years. A quarter of the actions from the previous strategy have been completed and 46% of the actions are in progress or on-going. There was also an increase in community engagement through social media platforms, best practice guides, extension programs, agricultural shows and field days. These achievements have informed this Strategy, to ensure the Working Party is continuing to successfully engage with communities to raise awareness of the impacts of serrated tussock and improve its management.

The VSTWP has been working since its inception in 1995, to create collaborative partnerships with stakeholders, government, and communities to better manage serrated tussock. We aim to continue to maintain existing partnerships and foster new ones, to raise community awareness and increase capability to prevent and manage serrated tussock and reduce its impact on affected communities.

The Strategy represents the Working Party's continuing commitment to supporting and collaborating with stakeholders to manage and reduce the impacts of serrated tussock. By implementing this Strategy, the Working Party are actively preventing significant future economic, environmental and social impacts on communities, stakeholders, and the state of Victoria.

**Lance Jennison**  
Chair, Victorian Serrated  
Tussock Working Party



## Executive Summary

The Victorian Serrated Tussock Working Party (VSTWP) is a community-led, incorporated not-for-profit organisation focused on reducing the spread and improving management of serrated tussock. The VSTWP advocates for a coordinated, integrated, and collaborative approach to land management and serrated tussock control in Victoria.

The VSTWP was established in 1995 with the intent of collaborative management of serrated tussock between communities, government and other key stakeholders. The VSTWP is one of four volunteer Community Pest Management Groups (CPMGs) created

by the Victorian Government for community-led action on weeds and rabbits. Since its inception, the VSTWP has continued to form partnerships with the Victorian Government, local government, Landcare groups, Catchment Management Authorities, as well as public and private land managers.

This Strategy details the outcomes and actions that will assist VSTWP to achieve its vision of reducing the impact of serrated tussock on Victoria's economy, environment, and communities. The structure of the Strategy is detailed in the graphic on the following page.



Our vision is...

## A reduced impact of serrated tussock on Victoria's economy, environment and communities

Long term we want to see that...

Communities have the capability to prevent and manage serrated tussock

The current impact of serrated tussock on affected communities is reduced

By 2028, we are aiming to achieve the following outcomes...

1. Key stakeholders are engaged with the VSTWP

2. Key stakeholders in the core and emerging infestation areas have the knowledge and skills to manage serrated tussock

3. Key stakeholders are working in partnership to reduce the establishment and spread of serrated tussock in Victoria

We will do this by undertaking the following actions...

**1.1** Renew and continue to implement the VSTWP Communications and Engagement Strategy

**1.2** Encourage and facilitate the involvement of land managers, both private and public, as well as industry and government in serrated tussock management by hosting an annual information sharing forum

**1.3** Establish an online spatial tool that connects interested landholders with their neighbours and land managers who are undertaking control of serrated tussock and other established pests.

**1.4** Seek to expand the membership of the VSTWP within the core and emerging infestation areas by connecting with Landcare facilitators, local governments, industry and interested landholders.

**2.1** Continue to implement the targeted community extension program to assist community groups to increase the knowledge, skills and action undertaken by landholders

**2.2** Use and refine the Community Assistance Guidelines

**2.3** Partner with others to establish field demonstration sites

**2.4** Continue to participate in relevant weed industry events and conferences to stay informed of new and emerging technology and other advances in weed control. Ensure all new emerging information is collected and disseminated to engaged communities and stakeholders

**2.5** Develop additional website and/or video resources on how to manage serrated tussock incursions or re-incursions through grazing management, pasture improvement and revegetation to increase competition with serrated tussock

**2.6** Use local champions when developing new video or written content on serrated tussock management for the website where possible

**3.1** Actively seek opportunities for collaboration with other Community Pest Management Groups to use an integrated pest management (IPM) approach

**3.2** Investigate the feasibility of engaging an agronomist to service all Community Pest Management Groups to assist with implementing a 'whole farm system' approach to integrated pest management

**3.3** Align strategic objectives with Parks Victoria, Community Pest Management Groups and local governments to target and coordinate control within the core infestation area (refer to Community Assistance Guidelines)

**3.4** Establish a regular arrangement with the Agriculture Victoria Biosecurity Team and other government agencies to support their compliance program

**3.5** Investigate, and where possible, support (in-kind or financially if funds allow) the use of technology for serrated tussock management

**3.6** Actively seek opportunities for additional funding from other organisations

**3.7** Explore the feasibility of a fee for service model for the VSTWP to provide inspections, advice and/or education

# Introduction

## 1.1 VICTORIAN SERRATED TUSSOCK WORKING PARTY

The Victorian Serrated Tussock Working Party (VSTWP) is a community-led, incorporated non-profit organisation concerned with the spread and management of serrated tussock. The VSTWP advocates for a coordinated, integrated, and collaborative approach to land management and serrated tussock control in Victoria.

The VSTWP was established in 1995 with the intention of creating collaborative management of serrated tussock between communities, government departments and other key stakeholders. Since its inception, the VSTWP has continued to form partnerships with the Victorian government, local government, Landcare groups, catchment management authorities, as well as public and private land managers. The key financial supporter of the VSTWP is Agriculture Victoria.

The VSTWP has sound governance processes in place to ensure a yearly plan is developed that guides the delivery of this Strategy. This enables the VSTWP to source and allocate funding to deliver the Strategy each year. The VSTWP also builds in monitoring, evaluation and reporting processes into its projects and activities and continuously reviews its meeting schedule to ensure Committee members can participate.



## 1.2 PURPOSE OF THIS STRATEGY

This Strategy details the outcomes and actions that will assist VSTWP to achieve its vision of reducing the impact of serrated tussock on Victoria's economy, environment, and communities.

The strategy is structured as follows:

- Serrated tussock – overview of the weed, its impact and management **(Section 2)**
- Achievements and challenges – based on a review of the previous strategy and current operating context **(Section 3)**
- Strategic alignment – to key legislation, strategies and policy **(Section 4)**
- Five-year strategic approach – outlining the vision and outcomes of this Strategy **(Section 5)**
- Measuring progress – against the Strategy outcomes **(Section 6)**.

Established pests in Victoria are costly due to lost agricultural productivity, environmental impacts, amenity, disharmony within communities and increased costs for public and private land managers. Both Commonwealth and State Governments have recently moved towards a 'community-led approach' to managing established pests. The Victorian Government invests in community-led action on weeds and rabbits and in building collaborative working relationships between the government and the community. The four volunteer Community Pest Management Groups (CPMGs), with their focus on serrated tussock, gorse, blackberry and rabbits, are the foundation of this model.

## 2 Serrated tussock – the weed

### 2.1 SERRATED TUSSOCK

#### Status

Serrated tussock (*Nassella trichotoma*) is an invasive plant that poses a serious threat to Victorian land management. Serrated tussock is listed as a noxious weed under the Victorian *Catchment and Land Protection Act 1994*, due to its threat to regional biosecurity. It is also listed as a Weed of National Significance due to its invasiveness and severe impacts on agricultural and natural landscapes.



#### Establishment and spread

Serrated tussock is a highly invasive perennial grass, that can quickly adapt to a variety of environmental conditions. The tussock can grow on all soil types and in climates with annual rainfall between 450mm to 1000mm. The species is also tolerant to grazing, drought and fire regimes<sup>1</sup>. Due to the weed's invasive nature, it has been identified across a variety of landscapes, including pastures, grassy woodlands, native grasslands, roadsides, dry coastal vegetation, as well as urban and peri-urban areas<sup>2</sup>.

The invasive nature of serrated tussock is increased by its rate of growth and spread. Serrated tussock has a fibrous root system, making it difficult to remove once it has become established. It is a prolific seeder, as 90% of the plant is self-pollinating<sup>3</sup>. Large weeds can produce over 100,000 seeds a year, with a hectare of tussock growth estimated to produce more than two tonnes of seed annually<sup>4</sup>. As a result, large seedbanks build up and can remain dormant in the soil for decades.

Serrated tussock seeds are dispersed primarily through wind. The seed head can be blown more than 20 kilometres a day<sup>5</sup> or more in hot, dry summer conditions<sup>6</sup>. Serrated tussock can also be dispersed by livestock (hides, wool and digestive tracts)<sup>7</sup>, agricultural equipment, vehicles, hay, human clothing, and waterways<sup>8,9</sup>.

#### Current distribution

The VSTWP has a focus on the Victorian distribution of serrated tussock. In particular, the Working Party targets the 'core' of the serrated tussock infestation. Figure 2-1 indicates the current known distribution of serrated tussock in Victoria, with the main areas of infestation occurring between Melbourne, Geelong and Ballarat<sup>10</sup>. In recent years, serrated tussock has extended beyond the 'core' infestation further into northern and eastern Victoria.

<sup>1</sup> CRC Weed Management (2003) Serrated Tussock – *Nassella trichotoma* Weed Management Guide. Weeds of National Significance.

<sup>2</sup> Agriculture Victoria (2020) Serrated Tussock. URL: <https://agriculture.vic.gov.au/biosecurity/weeds/weeds-information/serrated-tussock> (Accessed 11 April 2023).

<sup>3</sup> Agriculture Victoria (2020) Serrated Tussock. URL: <https://agriculture.vic.gov.au/biosecurity/weeds/weeds-information/serrated-tussock> (Accessed 11 April 2023).

<sup>4</sup> Department of Primary Industries (2010) Regionally Prohibited Weeds information Sheet – Serrated Tussock.

<sup>5</sup> Jones R.E and Vere D.T (1998) The economics of serrated tussock in New South Wales. *Plant Protection Quarterly*, vol. 13, no. 2.

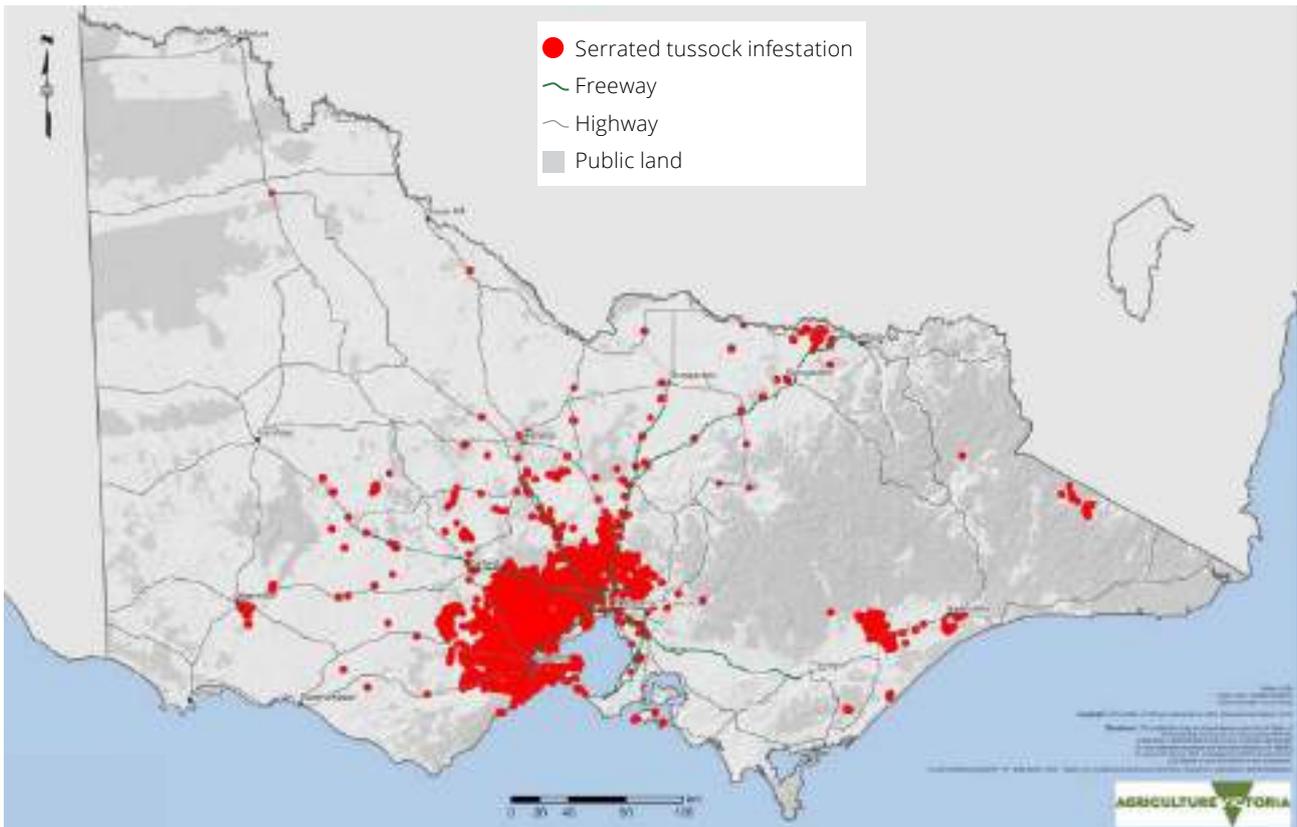
<sup>6</sup> CRC Weed Management (2003) Serrated Tussock – *Nassella trichotoma* Weed Management Guide. Weeds of National Significance.

<sup>7</sup> Badgery, W (2003) Managing competition between *Nassella Trichotoma* (serrated tussock) and native grasses (Doctoral dissertation).

<sup>8</sup> CRC Weed Management (2003) Serrated Tussock – *Nassella trichotoma* Weed Management Guide. Weeds of National Significance.

<sup>9</sup> Victorian Serrated Tussock Working Party (VSTWP) (2020) Best Practice Serrated Tussock Weed Hygiene Guide.

**Figure 2-1** Known distribution of serrated tussock in Victoria – October 2022  
 (Source: Agriculture Victoria)



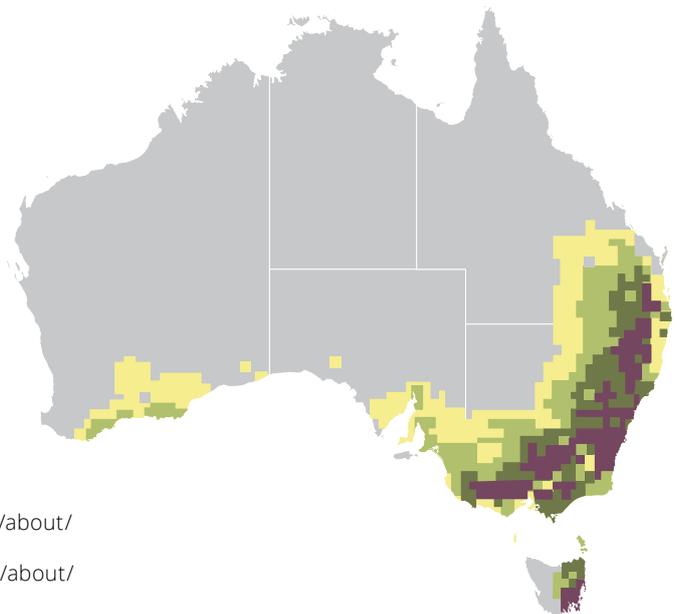
The rate of growth and spread of serrated tussock has caused the weed to become widely established throughout two million hectares of south-eastern Australia<sup>11</sup>. Serrated tussock infestations have been identified in New South Wales, the Australian

Capital Territory, Tasmania and Victoria. The area of infestation throughout the country is projected to increase, with 30 million hectares of south-eastern Australia predicted to become climatically suitable for serrated tussock in the future (Figure 2-2)<sup>12</sup>.

**Figure 2-2** Projected distribution of serrated tussock in Australia in 2018<sup>13</sup>

**LEGEND**

- VERY HIGH
- HIGH
- MEDIUM
- LOW
- PRESENT / DENSITY UNKNOWN



<sup>10</sup> VSTWP (2023) Distribution. URL: <http://serratedtussock.com/about/distribution> (Accessed 11 April 2023).

<sup>11</sup> VSTWP (2023) Distribution. URL: <http://serratedtussock.com/about/distribution> (Accessed 11 April 2023).

<sup>12</sup> VSTWP (2018) Best Practice Management Guide – Serrated Tussock.

<sup>13</sup> VSTWP (2018) Best Practice Management Guide – Serrated Tussock.



## 2.2 THE IMPACTS OF SERRATED TUSSOCK

The longevity and robustness of serrated tussock has allowed the weed to thrive in a variety of environmental conditions in Victoria. Serrated tussock only takes seven years to become established and dominate a pasture or native grassland. If left untreated, serrated tussock can rapidly replace native tussocks and improved pastures, impacting on agricultural, environmental, and social values.

### ECONOMIC VALUES

Serrated tussock invades agricultural pastures, which impacts productivity and income. Meat & Livestock Australia reported that serrated tussock sits within a group of the most intractable weeds associated with livestock industries<sup>14</sup>. In New South Wales, it is estimated that serrated tussock has cost the agricultural industry more than \$40 million a year in control and production loss<sup>15</sup>.

Impacts of serrated tussock on agricultural production includes<sup>16</sup>:

- Decline in pasture carrying capacity. Serrated tussock is unpalatable, and livestock selectively graze other pasture or native plant species.
- Decline in livestock condition. Serrated tussock is indigestible because of its high fibre and low protein content. Grazing of serrated tussock in extreme cases can cause starvation.
- Reduction in wool quality. Serrated tussock seeds cause a vegetable fault in wool.
- Reduction in the land value of agricultural areas.

### ENVIRONMENTAL VALUES

Serrated tussock presents a threat to biodiversity in Australia. Serrated tussock can quickly become established in landscapes and out-compete native plants. Serrated tussock is particularly threatening to native grasslands. Native grasslands are one of Australia's most threatened ecosystems, with less than one per cent of their original extent remaining<sup>17</sup>. Serrated tussock can quickly become established in small remnant native grasslands, reducing the biodiversity values of the grassland. Serrated tussock can also invade other significant environmental areas such as dry coastal vegetation, grassy woodlands, and sclerophyll forests.

### SOCIAL VALUES

Serrated tussock impacts on several social values, such as:

- Human health - Serrated tussock has a recorded burn intensity up to seven times greater than native grasslands and can pose a serious risk to urban and peri-urban areas<sup>18</sup>.
- Amenity - Seed storms can block doorways and accumulate around household hot water and gas services.
- Sport – It can become an undesirable grass on sports ovals, golf courses and other recreation reserves reducing the function and amenity of these open spaces.

## 2.3 MANAGEMENT OF SERRATED TUSSOCK

Effective control measures are available to manage serrated tussock. As with many weeds, controlling serrated tussock requires long-term, integrated management techniques. Integrated management can include a combination of controls to reduce the impact of serrated tussock. Some management techniques include<sup>19</sup>:

- Chemical control such as aerial, broadacre or spot spraying using a flupropanate based herbicide.
- Land management such as grazing management and pasture establishment.
- Weed hygiene such as maintaining clean machinery and clothing.
- Cultural (non-chemical) controls such as fire, cultivation, manual removal and mulching
- Biological control.

Integrated serrated tussock management is only effective when there is long-term, collective action. Successful management of serrated tussock is not isolated to individual properties. Management is dependent on the collective action of neighbours and communities to continue to monitor for serrated tussock. An on-going, coordinated control effort is essential across properties to ensure effective control of the weed<sup>20</sup>.

VSTWP already engages with numerous stakeholders and will continue to expand partnerships to increase the awareness and management of serrated tussock. Examples of these stakeholders include Agriculture Victoria, Landcare and community groups, industry groups, public and private land managers, water and catchment management authorities, local government, the research sector, as well as other government sectors (e.g. linear reserve managers).



<sup>14</sup> Meat & Livestock Australia (2005) Weeds of Significance to the Grazing Industries of Australia. URL: <https://www.mla.com.au/research-and-development/reports/2005/weeds-of-significance-to-the-grazing-industries-of-australia/> (Accessed 11 April 2023).

<sup>15</sup> Australian Wool Innovation Limited. Serrated Tussock. 3D Weed Management.

<sup>16</sup> VSTWP (2018) Best Practice Management Guide – Serrated Tussock.

<sup>17</sup> Ross, J (1999) A guide to best practice conservation of temperate native grasslands. Balancing Conservation and Production in Grassy Landscapes.

<sup>18</sup> VSTWP (2023) Impacts of Serrated Tussock. URL: <http://serratedtussock.com/about/impacts-of-serrated-tussock> (Accessed 11 April 2023).

<sup>19</sup> VSTWP (2023) Control Techniques for Managing Serrated Tussock. URL: <http://serratedtussock.com/management> (Accessed 12 April 2023).

<sup>20</sup> Australian Wool Innovation Limited. Serrated Tussock. 3D Weed Management.

# 3 Achievements and challenges

## 3.1 OVERVIEW

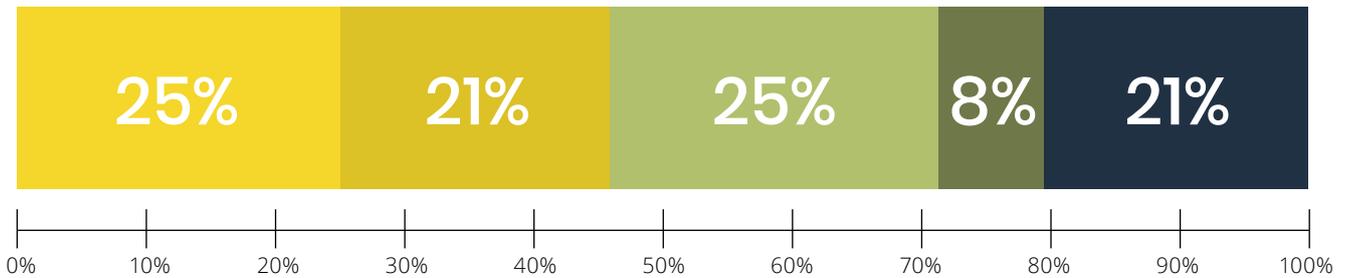
A number of achievements and challenges were identified in reviewing the previous strategy that have important implications for the future strategic direction of serrated tussock management in Victoria.



## 3.2 ACHIEVEMENTS

The review of the previous strategy found that a quarter (25%) of the strategic actions had been completed between 2018-2023, mainly in the focus areas of impact reduction and collaboration, research, and innovation. One fifth (21%) of actions were in progress in the focus areas of governance and restricting establishment and spread. In addition, a quarter (25%) of strategic actions were on-going in restricting establishment and spread and collaboration, research and innovation, and the minority (8%) were not started (Figure 3-1). The key sources of data and information included the three annual progress reports (2018-19, 2019-20, 2020-21) and consultation with VSTWP Committee.

**Figure 3-1** Overall progress against strategic actions between 2018-2023



**Completed 25%**  
Sufficient evidence to demonstrate actions have been completed.

**On-going 25%**  
Requires on-going effort to maintain benefits of the actions.

**Unknown 21%**  
No evidence available to demonstrate progress on these actions

**In Progress 21%**  
Available evidence indicates work on these actions has commenced but not completed.

**Not started 8%**  
Available evidence indicates work on these actions has not commenced.

There have been a number of important achievements under the previous strategy which related to engagement, the extension program, promotion and research. Over 38,500 hectares of land were assessed for serrated tussock, with 345 hectares treated. Significant engagement occurred through traditional in-person events like field days, as well as social media and digital platforms for distributing articles, case studies and best practice guides. Community awareness was further raised through the installation of signs at rural supply stores and properties with infestations. Improved serrated tussock control methods were advanced through the VSTWP contributing to domestic and international research, for example on biological control options (Figure 3-2 below).

“The addition of a stronger emphasis on raising community awareness and preparedness across Victoria has assisted us to diversify communications and engage on a deeper level. The VSTWP has been reaching a broader audience through a targeted approach to extension and education, with new videos, case studies and increased online presence.”

– Lance Jennison, Chair  
Victorian Serrated Tussock Working Party

**Figure 3-2** Key achievements between 2018–2023



### 3.3 CHALLENGES AHEAD

Ongoing weed management and the changing operating context present the greatest challenges for the VSTWP and have implications for this strategy (Table 3-1).

**Table 3-1** Challenges and how this has informed the strategic direction

Challenge	Implication for strategy
<b>Ongoing weed management</b>	
Increased establishment and spread of serrated tussock in new area across Victoria	Continue focus on restricting establishment and spread and pathways management
Variability in land manager willingness and capability to manage serrated tussock	Continue focus on building land manager capability through a variety of communication and extension channels
Limited capacity for enforcement and compliance of poor serrated tussock management	Complement and advocate Agriculture Victoria's compliance role
Committee and volunteer fatigue in managing ongoing serrated tussock problem	Continue to build membership base and reach, particularly in emerging infestation areas
Complexity of managing a single weed species and aligning to other organisational and stakeholder goals	Target key decision makers and operational staff to align organisational objectives with this strategy
<b>Changing operating context</b>	
Difficulty in establishing relationships and trust within organisations and with stakeholders when individuals change roles	Increase focus on collaboration and building networks with existing and new stakeholders
Changing approach and consolidation of community-led management of established pests in Victoria	Increase integration with other Community Pest Management Groups – gorse, blackberry, rabbit – through the coordination of the Delivery Leadership Group (DLG)
Potentially less resources to manage serrated tussock in the core and emerging infestation areas	Increase focus on collaboration and leveraging other programs and funding sources where possible
Measuring progress against the strategy and on-ground outcomes in reducing the impact of serrated tussock	Improve approach to monitoring and evaluation of this strategy

# 4 Strategic Alignment

## 4.1 LEGISLATION

### *Catchment and Land Protection Act 1994 (Victoria)*

The *Catchment and Land Protection Act 1994* (CaLP Act) is the main piece of legislation governing the management of invasive plants and animals in Victoria. Under the CaLP Act, all land owners are legally required to manage declared noxious weeds and pest animals on their land. This means land owners must take all reasonable steps to eradicate regionally prohibited weeds and prevent the growth and spread of regionally controlled weeds.

There are also regulations under the CaLP Act that further guide the management of invasive pests. The *Catchment and Land Protection Regulations 2012* (CaLP Regulations) specify the four control measures that can be included in a Directions Notice for each species of declared noxious weed.

1. Application of herbicide
2. Cultivation of the soil
3. Physical removal
4. Mulching.

The VSTWP delivers targeted landholder extension using best practice information and assistance to help landholders better manage serrated tussock. The program is complementary to the role of the Victorian government which is responsible for land owner compliance with the legislation.

## 4.2 KEY STRATEGIES AND POLICIES

### *Victorian Invasive Plants and Animals Policy Framework*

The framework seeks to protect and enhance Victoria's wealth, wellbeing and biodiversity by reducing the impact of invasive species<sup>21</sup>. It presents the overarching Victorian Government approach to the management of existing and potential invasive species within the context of the Biosecurity Strategy for Victoria. The framework incorporates a four-stage approach to management of invasive species:

1. To prevent the entry of new high risk invasive species
2. Eradicate those that are at an early stage of establishment
3. Contain where possible species that are beyond eradication
4. Take an asset-based approach to managing widespread invasive species.

The approach relies on building:

- A common understanding of the roles and responsibilities of key stakeholders
- The recognition that community-led action, support, and the engagement of key stakeholders are essential to complement the roles of land and natural resource managers.

The VSTWP's approach to supporting communities to manage serrated tussock continues to be consistent with the state policy.

<sup>21</sup> Department of Primary Industries (2010) *Invasive Plants and Animals Policy Framework*, [https://agriculture.vic.gov.au/\\_\\_data/assets/pdf\\_file/0009/582255/Invasive-Plants-and-Animals-Framework-Sep-22.pdf](https://agriculture.vic.gov.au/__data/assets/pdf_file/0009/582255/Invasive-Plants-and-Animals-Framework-Sep-22.pdf) (Accessed 12 April 2023)

### Australian Weeds Strategy 2017–2027

The strategy seeks to address weed issues whilst maintaining the profitability and sustainability of Australia's primary industries, as well as reducing the impact of weeds on the environment<sup>22</sup>. The strategy includes seven principles of effective weed management:

1. Effective weed management is a responsibility shared between landholders, community, industry and government.
2. Evidence-based decision-making should underpin the approach to weeds.
3. Risk-based prevention and early intervention is generally the most cost-effective approach for managing weeds.
4. Prioritisation of weed management must be informed by a risk-based approach, considering feasibility, likelihood of success and impact.
5. Coordination amongst landholders, community, industry and government is necessary to manage weeds at a landscape scale.
6. Sustaining capability and capacity across landholders, community, industry and government is fundamental to effective weed management.
7. Individuals, organisations and industry groups that create risks that may result in a weed entering, emerging, establishing or spreading in Australia have a role in minimising the impacts and contributing to the costs of management.

The new VSTWP strategy strongly aligns with the Australian Weeds Strategy goal and the principles of effective weed management.



### National Framework for the Management of Established Pests and Diseases of National Significance

The framework provides a strategic, consistent, scientific and risk-based approach to managing the impacts of Established Pests and Diseases of National Significance (EPDNS). The framework:

- Establishes policy principles to guide government decision making and cooperation to better manage the consequences of EPDNS
- Clarifies the role of government, industry, community, landholders and risk creators in managing EPDNS

Establishes criteria to help determine which established pests and diseases should be deemed 'nationally significant'.

The framework recognises the importance of a collaborative approach to pest and diseases of national significance and clearly defines the roles of all stakeholders. The defined role for community groups is to promote and undertake collective actions based on needs at the local, regional or nation level to mitigate the impacts of EPDNS on industry or community assets.

For landholders, their role is<sup>23</sup> to control and manage established pests and diseases to mitigate, as necessary, the impacts on assets or as required by regulation. It also includes taking reasonable steps to minimise the impacts of established pests and diseases on other landholders and assets (both public and private), particularly when part of a programme of collective industry-led or community-led action.

It is important that the VSTWP continue to maintain focus on community capability building, to support land managers and drive community-led and collaborative action.

<sup>22</sup> Invasive Plants and Animals Committee (2016) Australian Weeds Strategy 2017 to 2027, Australian Government Department of Agriculture and Water Resources, Canberra

<sup>23</sup> Australian Government Department of Agriculture, Fisheries and Forestry. National Framework for the Management of Established Pests and Diseases of National Significance. URL: <https://www.agriculture.gov.au/biosecurity-trade/policy/partnerships/nbc/intergovernmental-agreement-on-biosecurity/national-framework> (Accessed 14 April 2023).

# 5

## Five-year strategic approach

### 5.1 VISION

The vision of the Victorian Serrated Tussock Working Party continues to be:

A reduced impact of serrated tussock on Victoria’s economy, environment, and communities.

This vision will be realised by achieving the following long-term outcomes (beyond the life of this strategy):

- Communities have the capability to prevent and manage serrated tussock.
- The current impact of serrated tussock on affected communities is reduced.

### 5.2 OUTCOMES OF THIS STRATEGY

By the end of this strategy (2028), we aim to have made progress towards the vision and long-term outcomes by achieving the following strategy outcomes:

1. Key stakeholders are engaged with the VSTWP.
2. Key stakeholders in the core and emerging infestation areas have the knowledge and skills to manage serrated tussock.
3. Key stakeholders are working in partnership to reduce the establishment and spread of serrated tussock in Victoria.

When prioritising deliverables the VSTWP will also consider a range of expert opinion and evidence, including the 2023 *Serrated Tussock Benefit: Cost Analysis*.



## 5.3 DRIVING ENGAGEMENT

### Strategy outcome 1: Key stakeholders are engaged with the VSTWP

These set of actions are focussed on guiding and continuing the engagement work of the VSTWP. There continues to be a need to raise awareness about the impact of serrated tussock both within the core and emerging infestation areas and facilitate linkages between all relevant stakeholders.

There are many land managers, both private and public, who are undertaking different activities to manage serrated tussock. Often this work is undertaken in isolation and there is very little awareness about what is occurring across the state, particularly in the core infestation area. Stakeholders often see a lot of value in the opportunity to share what they are doing, connect with each other and identify opportunities to enhance collection action.

#### Actions

Actions to achieve this outcome are outlined in Table 5-1 below.

**Table 5-1** Actions to achieve strategy outcome 1

Actions	
1.1	<p><b>Renew and continue to implement the VSTWP Communications and Engagement Strategy</b></p> <p>The purpose of this action is to ensure the Communications and Engagement Strategy aligns with this renewed strategy, is targeted at the appropriate audiences and outlines a clear plan for engagement. It will capture:</p> <ul style="list-style-type: none"><li>• The development and dissemination of new information resources</li><li>• Target groups, communication frequency, method and messages for all relevant core and emerging infestation area stakeholders such as:<ul style="list-style-type: none"><li>- Industry (e.g. Meat and Livestock Australia, Victorian Farmers Federation),</li><li>- Local and state government agencies (e.g. councils, Department of Energy, Environmental, Climate Action (DEECA), Agriculture Victoria, VicTrack, VicRoads, Regional Roads Victoria),</li><li>- Landcare facilitators and networks (accessed through Landcare Victoria Inc),</li><li>- Other environmental volunteering groups (e.g. Friends of groups and committees of management accessed through DEECA)</li><li>- Herbicide manufacturers</li><li>- Potential funders (e.g. Bendigo Bank, herbicide manufacturers, philanthropic, rural retailers)</li></ul></li><li>• Implementation plan.</li></ul>
1.2	<p><b>Encourage and facilitate the involvement of land managers, both private and public, as well as industry and government in serrated tussock management by hosting an annual information sharing forum</b></p>
1.3	<p><b>Establish an online spatial tool that connects interested landholders with their neighbours and land managers who are undertaking control of serrated tussock and other established pests.</b></p>
1.4	<p><b>Seek to expand the membership of the VSTWP within the core and emerging infestation areas by connecting with Landcare facilitators, local governments, industry and interested landholders.</b></p>

## 5.4 BUILDING KNOWLEDGE AND SKILLS

### Strategy outcome 2: Key stakeholders in the core and emerging infestation areas have the knowledge and skills to manage serrated tussock

These set of actions seek to build land managers awareness, knowledge, and skills of serrated tussock management. The predominant focus for the VSTWP is to support communities in the core infestation areas to reduce the impact of serrated tussock on agricultural, social, and environmental values. The VSTWP will define target work areas by using its Community Assistance Guidelines to ensure that maximum value is attained from its resources. In addition, the VSTWP is committed to partnering with other organisations to establish field demonstration sites for integrated pest management control (where it involves serrated tussock) for educational purposes.

Flupropanate-based herbicide used for serrated tussock control has become increasingly difficult to access in recent times. The VSTWP has investigated alternative ways to manage serrated tussock such as slashing before seed set; however, more resources could be developed to help land managers understand how to prevent incursions. These may include using local champions to demonstrate grazing regimes that maintain competition for serrated tussock, improve pastures and revegetate. Combined, these techniques will help to reduce herbicide reliance by land managers in the long-term, improving sustainability.

#### Actions

Actions to achieve this outcome are outlined in Table 5-2 below.

**Table 5-2** Actions to achieve strategy outcome 2

Actions	
2.1	<p>Continue to implement the targeted community extension program to assist community groups to increase the knowledge, skills and action undertaken by landholders</p> <p><i>Note: Target areas will be determined based on the VSTWP Community Assistance Guidelines and where additional value can be gained (e.g. focus on interested landholders that adjoin areas where direct control is being undertaken by public land managers).</i></p>
2.2	<p>Use and refine the Community Assistance Guidelines</p> <p><i>Note: This is an established risk-based approach that can be refined over time to determine community support that considers the potential threat and likelihood of success.</i></p>
2.3	<p>Partner with others to establish field demonstration sites</p> <p><i>Note: Actively seek partnerships with Parks Victoria, local government (e.g. Wyndham City Council) and other Community Pest Management Groups to establish a field demonstration site for communities and stakeholders to learn about effective serrated tussock management, and more broadly integrated pest management.</i></p>
2.4	<p>Continue to participate in relevant weed industry events and conferences to stay informed of new and emerging technology and other advances in weed control. Ensure all new emerging information is collected and disseminated to engaged communities and stakeholders</p>
2.5	<p>Develop additional website and/or video resources on how to manage serrated tussock incursions or re-incursions through grazing management, pasture improvement and revegetation to increase competition with serrated tussock</p>
2.6	<p>Use local champions when developing new video or written content on serrated tussock management for the website where possible</p>



## 5.5 COLLABORATING TO RESTRICT ESTABLISHMENT AND SPREAD

**Strategy outcome 3: Key stakeholders are working in partnership to reduce the establishment and spread of serrated tussock in Victoria**

The VSTWP will encourage and facilitate where possible, a collaborative approach to serrated tussock control to restrict establishment and spread. This role recognises the need and ability of the VSTWP to maintain awareness and motivation among its stakeholders, as well as to facilitate connections between all interested parties to reduce the establishment and spread of serrated tussock.

Research has found that lack of collective action is a more significant barrier to effective control of serrated tussock, than lack of information and education about the weed<sup>24</sup>. As a result, the VSTWP is committed to strengthening collaboration between stakeholders, supporting the monitoring and compliance role of Agriculture Victoria, or work undertaken by other agencies or local governments, and connecting and collaborating with the gorse, blackberry, and rabbit Community Pest Management Groups to encourage integrated pest management

### Actions

Actions to achieve this outcome are outlined in Table 5-3 on the following page.

<sup>24</sup> Graham R. Marshall, Michael J. Coleman, Brian M. Sindel, Ian J. Reeve, Peter J. Berney, (2016) Collective action in invasive species control, and prospects for community-based governance: The case of serrated tussock (*Nassella trichotoma*) in New South Wales, Australia, *Land Use Policy*, Volume 56, Pages 100-111, ISSN 0264-8377, <https://doi.org/10.1016/j.landusepol.2016.04.028>.

**Table 5-3** Actions to achieve strategy outcome 3

Actions	
3.1	<p>Actively seek opportunities for collaboration with other Community Pest Management Groups to use an integrated pest management (IPM) approach</p> <p><i>Purpose: to promote an integrated pest management approach through the VSTWPs presence at fields days, undertake joint research projects on IPM, co-fund extension projects and share administrative processes.</i></p>
3.2	<p>Investigate the feasibility of engaging an agronomist to service all Community Pest Management Groups to assist with implementing a 'whole farm system' approach to integrated pest management</p> <p><i>Purpose: to provide guidance on grazing management, pasture improvement and revegetation to increase competition with serrated tussock and other established pests.</i></p>
3.3	<p>Align strategic objectives with Parks Victoria, Community Pest Management Groups and local governments to target and coordinate control within the core infestation area (refer to Community Assistance Guidelines)</p> <p><i>Purpose: to maximise the value and on-ground benefits of control across land tenures by coordinating serrated tussock management on public land and the VSTWP extension program with adjoining private landholders.</i></p>
3.4	<p>Establish a regular arrangement with the Agriculture Victoria Biosecurity Team and other government agencies to support their compliance program</p> <p><i>Purpose: to share information about progress on engagement with private landholders, areas where the VSTWP could support Agriculture Victoria's prevention works through its extension program.</i></p>
3.5	<p>Investigate, and where possible, support (in-kind or financially if funds allow) the use of technology for serrated tussock management</p> <p><i>Note: examples include:</i></p> <ul style="list-style-type: none"> <li>• Weed identification apps (e.g. through the Atlas of Living Australia)</li> <li>• Spatial mapping</li> </ul> <p><i>Drones and emerging artificial intelligence (AI) (e.g. west Melbourne project looking at mapping with drones)</i></p>
3.6	<p>Actively seek opportunities for additional funding from other organisations</p> <p>This could include organisations such as:</p> <ul style="list-style-type: none"> <li>• Existing opportunities: <ul style="list-style-type: none"> <li>- Local government community grants programs</li> <li>- Catchment management authority grants programs</li> <li>- Landcare Australia and Landcare Victoria</li> </ul> </li> <li>• Emerging opportunities: <ul style="list-style-type: none"> <li>- Herbicide manufacturers and rural retailers grants programs,</li> <li>- Industry bodies – Victorian Farmers Federation and Meat and Livestock Australia</li> <li>- Community banks</li> <li>- Philanthropic organisations such as The Ross Trust</li> </ul> </li> </ul>
3.7	<p>Explore the feasibility of a fee for service model for the VSTWP to provide inspections, advice and/or education</p>

# 6

## Measuring progress

Progress against this Strategy will be assessed through:

- **Annual progress check** at the Annual General Meeting (AGM) to determine progress against actions for that year. This will be done every year to ensure the Strategy is being implemented as planned or adapted as needed.
- **Mid-term check in (2025)** to see if the approach needs to be adapted based on the operating environment, new risks, or funding opportunities, and to test whether the assumptions are accurate. This will be done as a Committee discussion at the AGM or a special meeting. Findings will be recorded in the minutes with any actions identified.
- **End of strategy evaluation (2028)** to understand the impact of the Strategy over the five years and identify any lessons learned or new approaches for the next five years. Again, this will be undertaken as a Committee discussion at the AGM or a special meeting. Findings will be recorded in the minutes and inform the development of the next Strategy.

A detailed monitoring and evaluation framework is provided in **Appendix 1**. This outlines the logic underpinning the strategy, key assumptions, monitoring indicators, reporting frequency and key evaluation questions.



## Appendix: Monitoring and evaluation

### OVERVIEW OF THE FRAMEWORK

Monitoring, evaluation, reporting, and improvement (MERI) is a continuous cycle of participation and communication rather than a single evaluation event. Learning from regular monitoring enables improvement in Strategy design and achievement of desired outcomes.

This appendix describes:

- **The logic behind the Strategy**, specifically demonstrating what outcomes each group of actions is intended to deliver at the end of the Strategy and in the long-term,
- **The monitoring indicators and measures** for determining whether that outcome has been achieved and how often they should be reported on,
- **Key evaluation questions** should guide the evaluation of the Strategy at the mid-term (2025) of its implementation and at the conclusion of the Strategy period in 2028.

### PROGRAM LOGIC

Figure A1 on the following page outlines the program logic for this Strategy. Included in the program logic are some key assumptions that have been made as it was designed. These assumptions should be tested at the mid-term check in of the Strategy.

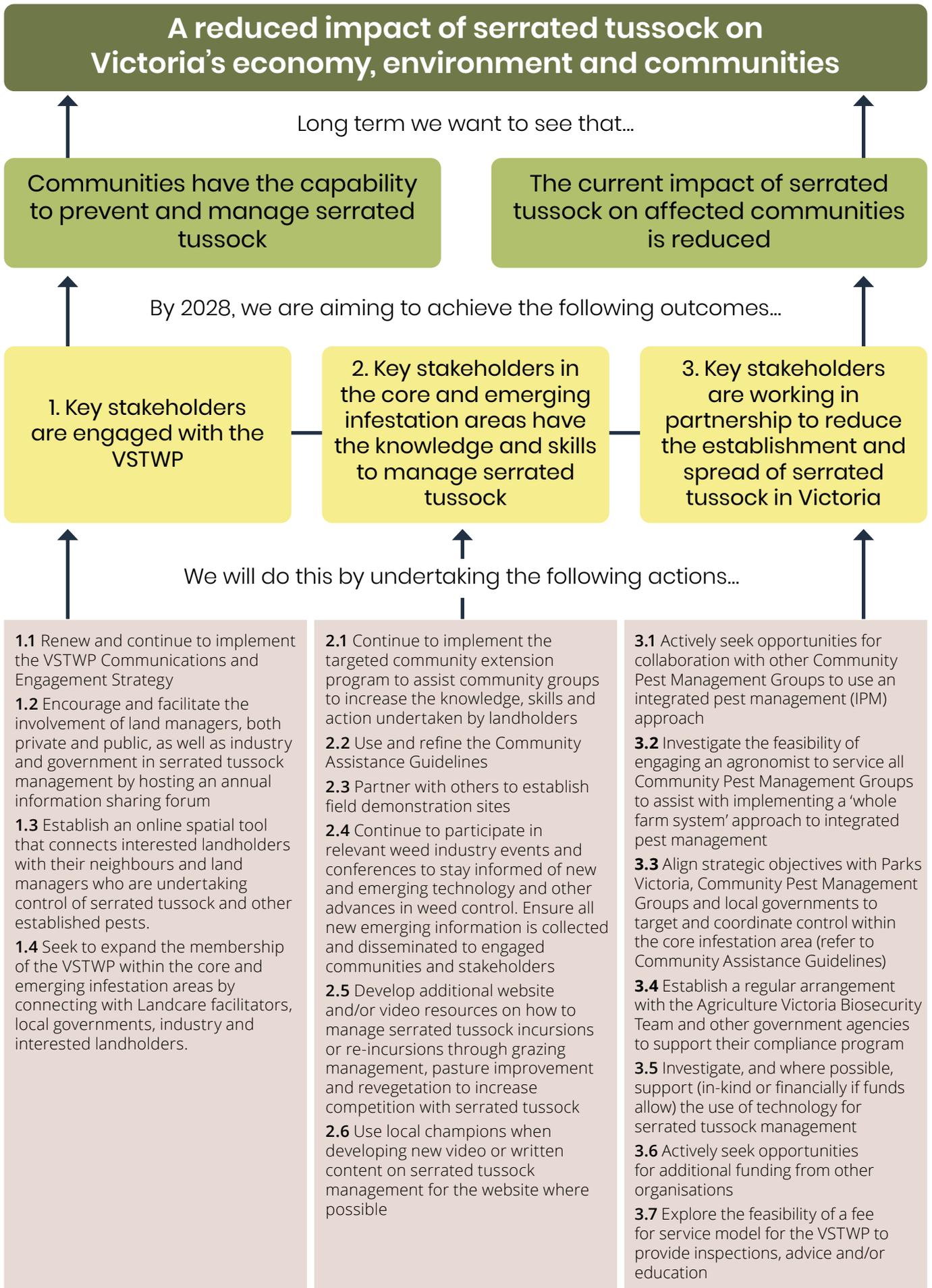
Assumptions underpinning the logic for the Strategy are as follows:

- Engagement and information provision to communities and land managers will improve their capability to manage serrated tussock, and that this will lead to more on-ground action.
- Increased collaborative action between partners and community will reduce the current impact, establishment and spread of serrated tussock.
- Whole of farm approaches, slashing and revegetation techniques promoted by the VSTWP to assist with serrated tussock management (particularly the risk of incursion following control) will be effective, especially given reduced flupropanate supply in recent times.
- Targeting key stakeholders who want to be engaged (private or public) will result in the desired outcomes.



**Figure A1** Program logic for the VSTWP strategy 2023–2028

Our vision is...





## MONITORING OUR PROGRESS

Monitoring progress against each of the actions and the outcomes regularly will enable the VSTWP to demonstrate how the Strategy is progressing and to what extent it is achieving the outcomes.

At the action level, direct measures are used to demonstrate that activities have been completed (i.e. outputs or deliverables). At the Strategy and long-term outcome level, monitoring indicators are used to demonstrate what the VSTWP have achieved. This data becomes an important part of assessing Strategy effectiveness and impact as part of the mid-term and end-of-Strategy evaluations. Often, outcome level monitoring requires a baseline to measure against.

Reporting is valuable because it demonstrates the degree to which interventions achieve progress towards targets and outcomes. Reporting should also demonstrate whether there have been expected or unexpected impacts.

Measures and indicators for monitoring progress against the actions in the Strategy are outlined in Table A1.

**Table A1** Outcomes and actions

OUTCOMES AND ACTIONS	MEASURE / INDICATOR	PROGRESS REPORTING
<b>Long-term outcomes</b>		
Communities have the capability to prevent and manage serrated tussock	<ul style="list-style-type: none"> <li>Serrated tussock is restricted to its current distribution.</li> </ul>	Progress towards outcomes at 5 years (2028)
The impact of serrated tussock on affected communities is reduced	<ul style="list-style-type: none"> <li>Land managers can sustainably manage and reduce serrated tussock infestations on their property and prevent new incursions.</li> </ul>	

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OUTCOMES AND ACTIONS	MEASURE / INDICATOR	PROGRESS REPORTING
<b>Strategy outcomes</b>		
<p>1. Key stakeholders are engaged with the VSTWP</p>	<ul style="list-style-type: none"> <li>• Communications and Engagement Strategy activities have been executed.</li> <li>• Increased representation of organisations and individuals at annual information sharing forums.</li> <li>• Platform analytics demonstrate engagement with the online spatial tool.</li> <li>• Membership of the VSTWP has increased from 2023-2028.</li> </ul>	
<p>2. Key stakeholders in the core and emerging infestation areas have the knowledge and skills to manage serrated tussock.</p>	<ul style="list-style-type: none"> <li>• Surveys of land managers participating in the extension program have reported an increase in awareness, knowledge and skills of serrated tussock management.</li> <li>• Participants in the field demonstrations report an increase in awareness, knowledge and skills.</li> <li>• Platform analytics shows an increase in engagement with online resources.</li> </ul>	<p>Progress towards outcomes at 2-3 years (2025)</p> <p>Achievement of outcomes at 5 years (2028)</p>
<p>3. Key stakeholders are working in partnership to reduce the establishment and spread of serrated tussock in Victoria.</p>	<ul style="list-style-type: none"> <li>• Agronomist is assisting all CPMGs to support land managers (private) to implement a whole farm approach to IPM.</li> <li>• All four CPMGs are engaged in joint initiatives for IPM.</li> <li>• Serrated tussock management is occurring across different adjoining land tenures.</li> <li>• Increased diversity of funding sources for the VSTWP.</li> </ul>	
<b>Actions</b>		
<p>1.1 Renew and continue to implement the VSTWP communications and engagement strategy</p>	<ul style="list-style-type: none"> <li>• Communication and Engagement Strategy updated and implemented.</li> </ul>	<p>Annually</p>
<p>1.2 Encourage and facilitate the involvement of land managers, both private and public, as well as industry and government in serrated tussock management by hosting an annual information sharing forum</p>	<ul style="list-style-type: none"> <li>• Annual forum hosted by VSTWP.</li> <li>• Number of attendees and organisations represented.</li> </ul>	<p>Annually</p>

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OUTCOMES AND ACTIONS	MEASURE / INDICATOR	PROGRESS REPORTING
<b>Actions</b>		
1.3 Establish an online spatial tool that connects interested landholders with their neighbours and land managers who are undertaking control of serrated tussock and other established pests	<ul style="list-style-type: none"> <li>• Online spatial tool developed and hosted or linked to the VSTWP website</li> </ul>	Annually
1.4 Seek to expand the membership of the VSTWP within the core and emerging infestation areas by connecting with Landcare facilitators, local government, industry and interested landholders	<ul style="list-style-type: none"> <li>• Number of members and organisations linked to (or noted as individual landholder).</li> </ul>	Annually
2.1 Continue to implement the targeted community extension program to assist community groups to increase the knowledge, skills and action undertaken by landholders	<ul style="list-style-type: none"> <li>• Community extension program implemented.</li> <li>• Number and location of landholders engaged.</li> <li>• Type of advice and support offered and taken up by landholder.</li> <li>• Baseline survey of awareness knowledge and skills is undertaken when someone becomes engaged with the program.</li> <li>• Follow up surveys are undertaken when someone exits the program to measure whether there is an increase in awareness, knowledge and skills.</li> </ul>	Annually
2.2 Use and refine the Community Assistance Guidelines	<ul style="list-style-type: none"> <li>• Community Assistance Guidelines are used to inform target engagement areas.</li> <li>• Community Guidelines are reviewed, and any identified changes are implemented.</li> </ul>	Annually
2.3 Partner with others to establish field demonstration sites	<ul style="list-style-type: none"> <li>• Partnership established in the form of a memorandum of understanding or other formalised two-way engagement process.</li> <li>• Field demonstrations are hosted by VSTWP in partnership with another organisation (for example Wyndham City Council or Parks Victoria).</li> </ul>	Annually

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OUTCOMES AND ACTIONS	MEASURE / INDICATOR	PROGRESS REPORTING
<b>Actions</b>		
2.4 Continue to participate in relevant weed industry events and conferences to stay informed of new and emerging technology and other advances in weed control. Ensure all new information is collected and disseminated to engaged communities and stakeholders	<ul style="list-style-type: none"> <li>• Number and type of event attended.</li> <li>• Information disseminated to the community via the website.</li> </ul>	Annually
2.5 Develop additional website and / or video resources on how to manage serrated tussock incursions or re-incursions through grazing management, pasture improvement and revegetation to increase competition with serrated tussock	<ul style="list-style-type: none"> <li>• Number and type of resources developed and uploaded to the website.</li> </ul>	Annually
2.6 Use local champions when developing new video or written content on serrated tussock management for the website where possible	<ul style="list-style-type: none"> <li>• Number of VSTWP members featured in new (post 2023) resources.</li> </ul>	Annually
3.1 Actively seek opportunities for collaboration with other Community Pest Management Groups to use an integrated pest management (IPM) approach	<ul style="list-style-type: none"> <li>• Number of joint community pest management projects or initiatives.</li> </ul>	Annually

Table continued on following page

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OUTCOMES AND ACTIONS	MEASURE / INDICATOR	PROGRESS REPORTING
<b>Actions</b>		
3.2 Investigate the feasibility of engaging an agronomist to service all Community Pest Management Groups to assist with implementing a 'whole farm system' approach to integrated pest management	<ul style="list-style-type: none"> <li>• Feasibility of hiring an agronomist for the community pest management groups is investigated.</li> <li>• Agronomist is appointed if feasible.</li> </ul>	Annually
3.3 Align strategic objectives with Parks Victoria, Community Pest Management Groups and local governments to target and coordinate control within core infestation area	<ul style="list-style-type: none"> <li>• Number and location of joint initiatives with other organisations where VSTWP concentrates the extension program in areas where other organisations are controlling serrated tussock.</li> </ul>	Annually
3.4 Establish a regular arrangement with the Agriculture Victoria Biosecurity Team and other government agencies to support their compliance program	<ul style="list-style-type: none"> <li>• Arrangements established.</li> <li>• VSTWP are targeting areas where infestations are occurring based on advice from Agriculture Victoria or other government agencies</li> </ul>	Annually
3.5 Investigate, and where possible support the use of technology for serrated tussock management	<ul style="list-style-type: none"> <li>• Type and level of VSTWPs involvement in supporting the use of technology for serrated tussock management.</li> </ul>	Annually
3.6 Actively seek opportunities for additional funding from other organisations	<ul style="list-style-type: none"> <li>• Number and type of other funding opportunities pursued.</li> </ul>	Annually
3.7 Explore the feasibility of a fee for service model for the VSTWP to provide inspections, advice, and/or education	<ul style="list-style-type: none"> <li>• Feasibility assessment completed</li> </ul>	Annually

## REPORTING

There are three types of reporting that the committee will undertake:

1. **Annual progress check** at the AGM of progress against actions for that year. This will be done every year at a minimum to ensure the Strategy is being implemented as planned or adapted as needed.
2. **Mid-term check** in (2025) to see if the approach needs to adapt based on the operating environment, new risks or funding opportunities, and to test whether the assumptions are accurate. This will be done as a Committee discussion at the AGM or a special meeting. Findings will be recorded in the minutes with any actions identified.
3. **End of strategy evaluation** (2028) to understand the impact of the Strategy over the five years and identify any lessons learned or new approaches for the next five years. Again, this will be undertaken as a Committee discussion at the AGM or a special meeting. Findings will be recorded in the minutes and inform the development of the next Strategy.

## EVALUATION THEMES

Evaluation themes guide the types of questions asked about the delivery of the Strategy. They are described in Table A2.

**Table A2** Evaluation themes

Evaluation theme	Definition
Assessed mainly using measures and indicators:	
Effectiveness	Effectiveness is examined by assessing the extent to which the actions have been delivered.
Impact	Impact is examined by assessing progress towards desired strategy and long-term outcomes as a result of the delivery of actions (these can be positive or negative, direct or indirect, and intended or unintended outcomes).
Assessed mainly via additional data collection (e.g. Committee meeting, surveys, workshops, interviews):	
Cost-effectiveness	Cost-effectiveness is examined by assessing: <ul style="list-style-type: none"> <li>• The extent to which the delivery of agreed actions has occurred within the allocated budget, and</li> <li>• The extent to which partnerships and additional funding sources have been leveraged, and</li> <li>• How the chosen delivery approaches have ensured efficient and cost-effective use of the available resources.</li> </ul>
Appropriateness	Appropriateness is examined by assessing the extent to which the program design and delivery methods were appropriate for: <ul style="list-style-type: none"> <li>• Achieving the desired strategy outcomes</li> <li>• Partnering with community and stakeholders</li> <li>• Meeting public accountability and financial management requirements</li> <li>• Managing risk.</li> </ul>
Legacy	Legacy is examined by assessing the extent to which the trajectory towards strategy vision is trending in the desired direction. Lessons learnt and implications for a future program are also considered.

## EVALUATION QUESTIONS

Evaluation questions guide enquiry about the Strategy and help determine whether the actions were delivered as planned, represented good value for money, were appropriate for achieving the intended impact and to what extent they achieved the intended outcomes. The key evaluation questions are provided in Table A3.

**Table A3** Evaluation questions

THEME	HIGH LEVEL KEY EVALUATION QUESTIONS	SOURCE OF INFORMATION
<b>Assessed mainly using measures and indicators:</b>		
Effectiveness <i>(Delivery of the Strategy)</i>	<ul style="list-style-type: none"> <li>To what extent were the Strategy actions delivered?</li> <li>What issues or external factors affected performance?</li> </ul>	<ul style="list-style-type: none"> <li>Collation of data from the indicators that relate directly to actions</li> <li>Qualitative data obtained through Committee meeting / interviews / workshops / surveys</li> </ul>
Impact <i>(Impact of the Strategy)</i>	<ul style="list-style-type: none"> <li>To what extent has the Strategy achieved its intended outcomes?</li> <li>Have there been any unexpected or unintended outcomes (positive or negative)?</li> </ul>	<ul style="list-style-type: none"> <li>Collation of data from the indicators that relate directly to outcomes</li> <li>Qualitative data obtained through Committee meeting / interviews / workshops / surveys</li> </ul>
<b>Assessed mainly via additional data collection (e.g. Committee meeting, surveys, workshops, interviews):</b>		
Cost-effectiveness <i>(Delivery of the Strategy)</i>	<ul style="list-style-type: none"> <li>To what extent has the Strategy approach attained the highest value out of available resources?</li> <li>How could resources be used more productively or efficiently?</li> <li>To what extent have partnerships and other funding sources been leveraged?</li> <li>What could be done differently to improve the efficiency of delivery mechanisms, governance systems and/or decision-making processes?</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative data obtained through Committee meeting / interviews / workshops / surveys</li> <li>Financial data</li> </ul>
Appropriateness <i>(Design of the Strategy)</i>	<ul style="list-style-type: none"> <li>Were the methods used the best way to achieve / maximise the outcomes or were there are methods that could be more appropriate?</li> <li>Were the governance systems and decision-making processes appropriate for achieving the intended outcomes?</li> <li>Has the Strategy demonstrated adaptive management in the implementation of the program and projects?</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative data obtained through Committee meeting / interviews / workshops / surveys</li> <li>Governance systems and decision-making processes</li> </ul>
Legacy <i>(Impact of the Strategy)</i>	<ul style="list-style-type: none"> <li>What impact will the activities have beyond the life of this Strategy and what are the implications for future management?</li> <li>What lessons have been learnt and how can these be applied in future iterations of the Strategy?</li> </ul>	<ul style="list-style-type: none"> <li>Collation of data from the indicators that relate directly to long-term outcomes</li> <li>Qualitative data obtained through Committee meeting / interviews / workshops / surveys</li> </ul>

Victorian Serrated Tussock Working Party  
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