

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

STRATEGIC PLAN

FOR THE PERIOD
1989 - 1993

December 1988

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1 INTRODUCTION

Government Departments are required to be efficient and to be clearly accountable for their use of scarce resources in implementing the policy priorities of Government.

In response to these requirements, corporate planning has been adopted as a means of producing efficient, effective and economic management of State government agencies.

Corporate planning is a flexible and dynamic process which requires an organisation to:-

- set its objectives in relation to Government policy priorities and the prevailing external and internal environments;
- prepare operational programmes which will achieve the objectives;
- assign priorities to operational programmes; and
- regularly review the whole process.

It also provides a framework for the structure and growth of the organisation.

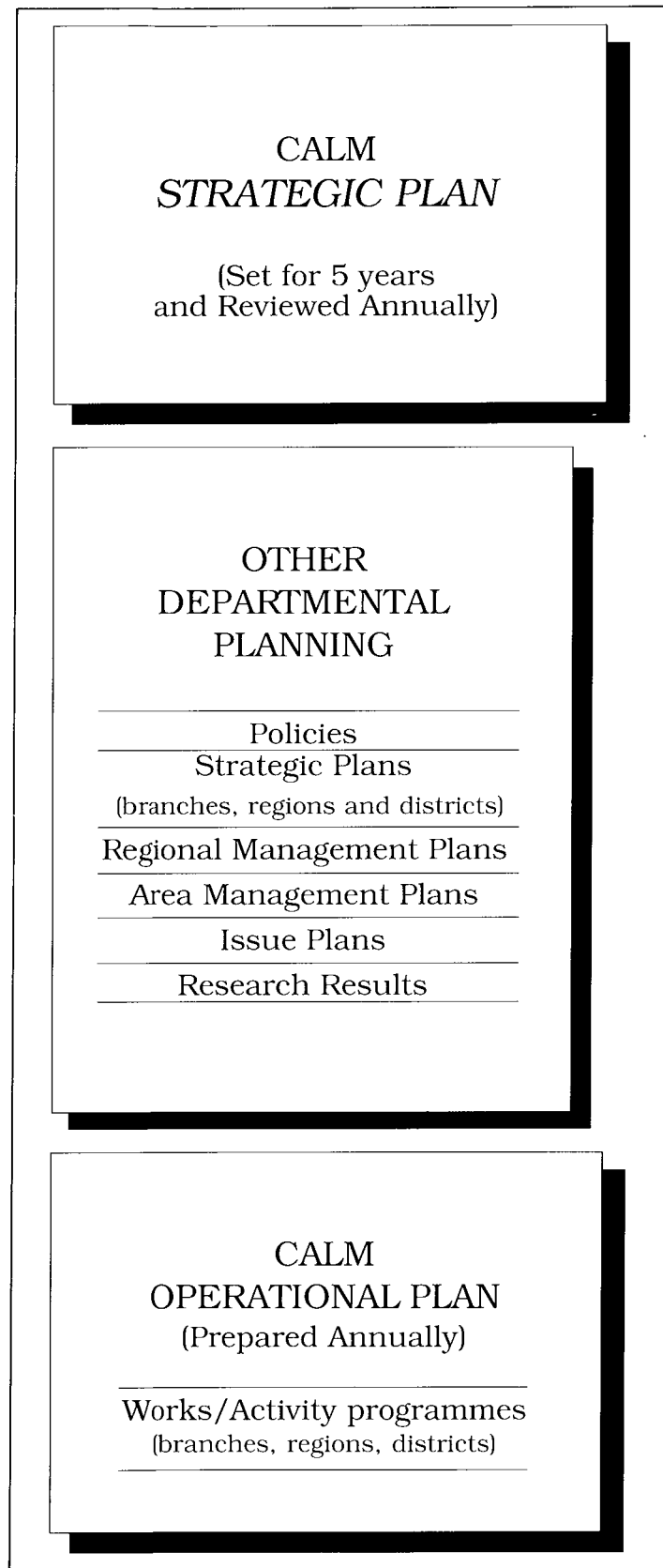
There are two significant components of a corporate plan. The first part is the strategic plan. In it, the mission and primary objectives of the organisation are set and the broad-strategies to achieve the objectives are stated. Major outcomes required for the planning period are developed. Together, these statements create the environment in which all planning and activities are conducted.

The second component is the operational plan. It comprises works and activity programmes each with defined human and financial resources which will be undertaken in a planning period.

Finally, a system of regular evaluation and review must be implemented. In this way, progress towards the achievement of objectives, and the efficiency of adopted strategies can be assessed. The continuing relevance of the primary objectives and broad strategies is also tested against the prevailing external environment.

CALM's strategic plan has been prepared for a five year period. It will be reviewed annually in time for the preparation of the Department's operational plan which will be developed during the budgeting process each year. See Figure 1 - Planning in CALM.

CALM CORPORATE PLAN



COMPONENTS OF THE CORPORATE PLAN
FIGURE 1

In addition to the preparation of the strategic and operational plans, a great deal of other planning takes place in the Department. There is a statutory requirement to produce management plans for all lands and waters for which CALM has a responsibility. Issue plans are prepared for a wide range of topics and interim guidelines are produced to manage areas for which there is no approved management plan. Policies for all management activities are required and the integration of the results of scientific research into operational procedures is also planned.

Each year the Department's operational plan will include components from approved regional, and area management plans and issue plans. The selection of components will be according to a broadly expressed priority set by the corporate executive for the operational plan period.

This document is the CALM Strategic Plan for the period 1989-93. It will be used by:

- › The corporate executive which, after annual review of its objectives and strategies, and in the resulting environment created by the plan, will review desired major outcomes and trends to be followed in preparation of the annual operational plan;
- › regional, district and branch managers with the desired outcomes and nominated trends in framing works and activity programmes which, when combined, will form the Department's operational plan.

2 GENERAL INFORMATION

In 1984 a Task Force on Land Resource Management in Western Australia reported to the Government¹ on the most efficient and effective means of coordinating the administration and management of land resources in the South West of Western Australia.

The report resulted in the amalgamation of the Forests Department with the National Parks Authority and the Wildlife portion of the Department of Fisheries and Wildlife.

The Department of Conservation and Land Management and three statutory controlling bodies were established under the Conservation and Land Management Act 1984. The Department commenced operations on 22 March 1985 and the controlling bodies shortly after.

The controlling bodies are the Lands and Forest Commission, the National Parks and Nature Conservation Authority and the Forest Production Council. All are responsible to the Minister for Conservation and Land Management.

Functions under the Legislation

The Conservation and Land Management Act specifies a series of functions for the three controlling bodies and the Department. In brief these functions are:

Lands and Forest Commission

- vesting State forests and timber reserves;
- developing policies to achieve or promote the multiple use and sustained yield of the forest resource for the satisfaction of long term social and economic needs;
- processing and monitoring land management plans for forest areas;
- advising the Minister for Conservation and Land Management on appropriate matters;
- providing advice to others in the public interest;
- advising of appropriate research.

(1) Task Force on Land Resource Management in Western Australia. A REPORT TO THE GOVERNMENT OF WESTERN AUSTRALIA. Department of the Premier and Cabinet. January 1984.

National Parks and Nature Conservation Authority

- ▷ vesting National Parks, nature reserves, marine parks and marine nature reserves;
- ▷ developing policies for the preservation and enjoyment of the natural environment and the promotion of appreciation of flora and fauna, consistent with the essential purposes of parks and reserves;
- ▷ processing and monitoring land management plans for parks and reserves;
- ▷ advising the Minister on the development of policies for the conservation and management of flora and fauna;
- ▷ providing advice to others in the public interest;
- ▷ advising of appropriate research.

Forest Production Council

advises the Minister on:

- ▷ matters relevant to production from State forests and timber reserves;
- ▷ improvement in production consistent with maintenance of other forest values;
- ▷ improvement in use, processing and marketing of forest produce;
- ▷ research to achieve multiple use and sustained yield of the forest resource;
- ▷ contents of proposed management plans.

Membership of these three bodies comprises representatives from diverse community interests who are in the majority and departmental officers.

The Department of Conservation and Land Management (CALM)

- › manages State forests, timber reserves, national parks, nature reserves, marine parks, marine nature reserves and other designated lands and the associated forest produce, fauna and flora;
- › assists the Commission, Authority and Council in their functions;
- › encourages the development of forest production requirements;
- › conserves and protects flora and fauna, and administers the Wildlife Conservation Act;
- › carries out research into land management, and conservation of flora and fauna;
- › advises and cooperates with others in the public interest;
- › advises the Minister on land matters.

Other Legislation

In its nature conservation functions the Department administers the Wildlife Conservation Act 1950 and associated regulations. This Act applies to any indigenous or migratory fauna and any flora native to the State, whether found on Crown land, private land or territorial waters of the Commonwealth. The essential purpose is the conservation of flora and fauna in the State.

Although the Forests Act 1918 and the National Parks Authority Act 1976 were repealed to make way for the Conservation and Land Management Act 1984, the Forests regulations and the National Parks regulations remain in force until replaced by new regulations.

Associated with the passage of the Conservation and Land Management Act in 1984 were appropriate amendments to the Wildlife Conservation Act 1950, the Land Act 1933, the Bush Fires Act 1954, the Agriculture and Related Resources Protection Act 1976, the Fisheries Act 1905, and the Public Works Act 1902.

The Department also administers the following acts:

Timber Industry Regulation Act 1926-1969, which empowers it to record, investigate and secure safe working practices in the bush and mill operations of the timber industry.

Sandalwood Act 1929-1934, which gives control over sandalwood gathering via a fixed quota, licencing and limiting collection of sandalwood on private property.

The Minister for Conservation and Land Management has a specific role under the Mining Act 1978. Applications for mining tenements on land managed by the Department, and some associated land, must be referred by the Minister for Mines for the Minister's concurrence or opinion. The Department becomes involved in drawing up the conditions for mining activity.

Appendix 1 lists the principle Acts administered by CALM and other legislation under which the Department has specific responsibilities or which affect conservation and land/marine management.

Ministerial Responsibility

The Department is responsible to the Minister for Conservation and Land Management.

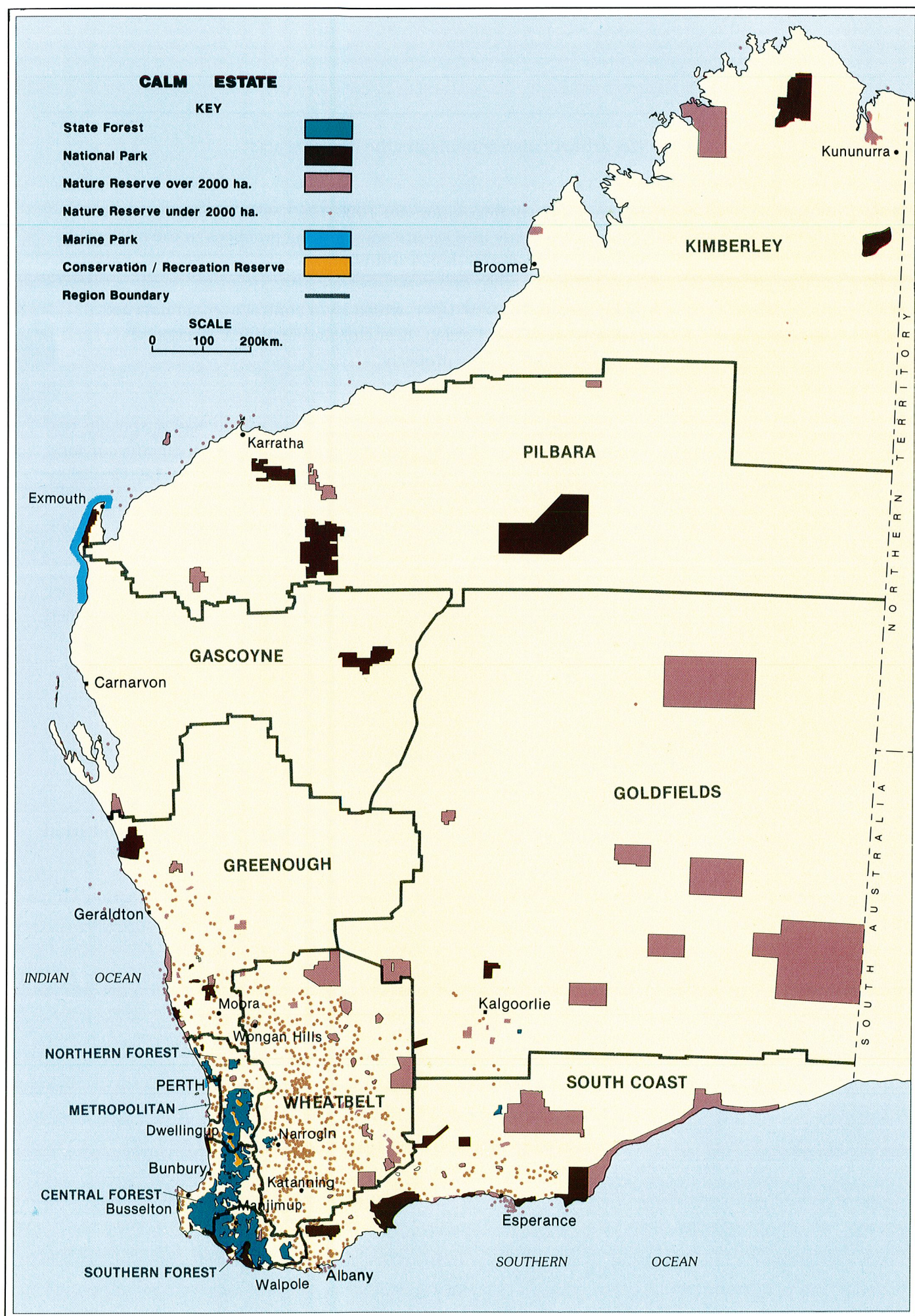


FIGURE 2

3 THE MANAGED ESTATE

The map (Figure 2) shows the distribution of National Parks, Nature Reserves, Gazetted State Forests and Timber Reserves. Nature Reserves under 2,000 hectares are symbolised by a dot.

Marine Parks and Marine Nature Reserves, as they are created, will also become a management responsibility of CALM.

Areas of the above categories as at 30 June 1988 were as follows:-

State forest	1 820 365 ha
Timber reserves	144 855 ha
National parks	4 652 106 ha
Marine parks	233 350 ha
Conservation of Flora & Fauna Reserves	9 994 972 ha
Conservation/recreation reserves	190 412 ha

32,243 hectares of freehold land acquired principally by the former Forests Department for pine planting are also part of the managed estate. The total area managed by the Department is 17,068,303 hectares.

4 GENERAL PRINCIPLES/PHILOSOPHY

The Department is committed to the principle that it is managing public land and natural resources, and conserving indigenous wildlife on behalf of the public of Western Australia. Consequently, particular importance is placed on informing the public of the Department's activities and wherever possible involving the public.

The regional system of management as adopted by the Department ensures that its officers develop a detailed knowledge of the area of their operations, are available to interact with local communities and resolve problems associated with local conservation and land management operations. Section 10.4 expands on regionalisation.

5 MISSION

Western Australia has a beautiful and diverse natural environment which provides material, aesthetic and spiritual benefits. The natural environment is an essential component of the quality of life for West Australians. The statement of mission for the Department of Conservation and Land Management is therefore:-

*TO CONSERVE WESTERN AUSTRALIA'S WILDLIFE AND
MANAGE LANDS AND WATERS ENTRUSTED TO THE
DEPARTMENT FOR THE BENEFIT OF PRESENT AND
FUTURE GENERATIONS.*

6 PRIMARY OBJECTIVES

Five primary objectives have been established:-

◆ **MANAGEMENT**

To protect, restore and enhance the value of resources entrusted to the Department so as to meet, as far as possible, the diverse expectations of the community.

◆ **CONSERVATION**

To conserve the indigenous plant and animal species and environmental processes in natural habitats throughout the State.

◆ **PRODUCTION**

To provide and regulate the supply of those renewable resources that Government decides should be used, on a sustained yield basis for the satisfaction of long term social and economic needs, and in a manner that minimises impact on other values.

◆ **RECREATION**

To facilitate the public enjoyment of the natural attributes of public lands and reserved waters in a manner that does not compromise conservation and other management objectives.

◆ **KNOWLEDGE**

To seek a better understanding of the natural environment and to promote awareness and appreciation of its values.

7 BROAD AND SUB STRATEGIES

The following Broad and Sub Strategies are numbered to facilitate reference. The numbering does not imply priority.

To achieve the Primary Objectives the Department will:-

7.1 Provide an effective administrative framework for the conservation of wildlife throughout the State and the management of lands, waters and natural resources entrusted to the Department.

This will involve:

- 7.1.1 The maintenance of a corporate executive to establish, review and refine departmental aims, policies and priorities, to monitor the implementation of management plans and to see that goals are achieved.
- 7.1.2 The maintenance of operations staff to implement policies and management plans and to set up efficient financial, administrative and management systems.
- 7.1.3 The provision of a research division, to provide the scientific basis for conservation and land management, and provide scientific and environmental monitoring and advice to managers.
- 7.1.4 The establishment of a system of regional and district management, where staff convert plans and policies into works programmes, carry out the work, provide feedback on progress and policy and planning needs, and maintain close, constructive relationships with local communities.
- 7.1.5 The maintenance of supporting or service branches to prepare management plans, to set standards and to assist with the implementation of research findings, new technology and improved methods of conservation and land management.
- 7.1.6 The development and maintenance of corporate information systems to facilitate the sharing of data, efficient communication and decision making.

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- 7.1.7 The recruitment and maintenance of a well motivated and competent staff.
 - 7.1.8 The provision of programmes for staff health, safety, development and training.
 - 7.1.9 Ensuring liaison, cooperation and coordination with other agencies or people with a function or interest in conservation and land management.
 - 7.1.10 The maintenance of national and international liaison and cooperation in the field of nature conservation and the management of renewable natural resources.

7.2 Establish and maintain a system of secure reserves which protect viable representative samples of all the State's natural ecosystems and species, both terrestrial and aquatic, as well as areas suitable for recreation and the production of renewable natural resources.

This will involve:

- 7.2.1 The development and maintenance, in conjunction with other Government instrumentalities and the public, of a comprehensive data base on the occurrence and conservation status of the State's ecosystems and species.
- 7.2.2 The maintenance of a representative committee to evaluate existing nature conservation reserves and to recommend additions, deletions or exchanges.
- 7.2.3 Categorising lands and waters entrusted to the Department into priority use zones and applying the principle of multiple use to provide for the needs of nature conservation, recreation and production.
- 7.2.4 Protecting ecosystems, landscape and the cultural heritage on lands and waters entrusted to the Department from damage by fire, disease, chemicals, grazing, feral animals and people.
- 7.2.5 Developing prescriptions for control of disturbance and for rehabilitation of damaged forests, parks and reserves.
- 7.2.6 Opposing the incompatible use of lands and waters entrusted to the Department and opposing the release of such lands and waters for other purposes.

7.3 Ensure that conservation and land management is carried out according to sound, well-researched scientific principles.

This will involve:

- 7.3.1 Carrying out, encouraging, supporting and publishing scientific, economic and social research relevant to the Department's needs.
- 7.3.2 Establishing long-term monitoring of ecosystems and individual species, and of recreation requirements and effects.
- 7.3.3 Developing and maintaining inventories of biological resources on lands and waters entrusted to the Department, and where appropriate, Statewide.
- 7.3.4 Liaising with other research and land management organisations to define, prioritise and coordinate research programmes and publishing results.
- 7.3.5 Ensuring the efficient transmission of research findings into operational practice.

7.4 Provide public education and information programmes designed to increase community understanding of and support for nature conservation and natural land management.

This will involve:

- 7.4.1 The establishment of interpretation centres with appropriate facilities for education and activity programmes.
- 7.4.2 The dissemination of relevant information.
- 7.4.3 The promotion of direct interaction between staff and the public.
- 7.4.4 The encouragement and facilitation of publicity for nature conservation and natural resource management.

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| 7.4.5 | The establishment and maintenance of demonstration areas (e.g. arboreta and trial plots), to demonstrate the performance of trees and other plants to rural communities. |
| 7.4.6 | The promotion and facilitation of the use of native trees and plants to combat land degradation, create wildlife habitat, conserve water resources and enhance the human environment. |

7.5 Encourage and assist the public to participate in the development of conservation and land management policies and the implementation of management and research programmes.

This will involve:

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| 7.5.1 | The use of formal processes which involve the: <ul style="list-style-type: none">• Lands and Forest Commission;• National Parks and Nature Conservation Authority;• Forest Production Council; and• public submissions to the planning process, as described in the Conservation and Land Management Act, 1984. |
| 7.5.2 | The establishment of Consultative and Advisory Committees, when appropriate, to facilitate an exchange of information between organisations and public groups and to provide advice to the Executive Director. |
| 7.5.3 | The formation of 'Friends' groups and similar associations and the organisation of voluntary assistance programmes. |
| 7.5.4 | The training of staff in the objectives and techniques of public participation. |

7.6 Prepare and implement management plans for lands and waters entrusted to the Department.

This will involve:

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| 7.6.1 | The establishment of priorities for management plan preparation according to set criteria. |
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- 7.6.2 Restricting procedures to necessary operations to maintain public safety and the status quo of area management where no management plan exists.

7.7 Prepare and implement wildlife management programmes for wildlife throughout the State.

This will involve:

- 7.7.1 Providing special protection for declared rare (threatened) flora by regulating use of their habitat.
- 7.7.2 Managing rare animal populations to ensure their survival.

7.8 Prepare and implement strategies to promote and encourage development of the forest production requirements of the State.

This will involve:

- 7.8.1 Continuous review of supply and demand data for forest products.
- 7.8.2 The development of cost effective procedures for growing, processing and marketing timber at the level sustainable under sound forest management.
- 7.8.3 Establishment of pine forests to supplement available hardwood supplies when necessary.
- 7.8.4 Intensive management of the highest quality hardwood forest to maximise timber production.
- 7.8.5 Re-forestation of cleared lands with hardwood forests to supplement production from native forests and to assist in soil and water conservation.

7.9 Manage approved commercial operations on renewable natural resources according to the following principles.

- (i) resources are managed to ensure their long term conservation;

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- (ii) a fair and equitable return is received by the State for the resource;
 - (iii) wherever possible the operation is commercially viable;
 - (iv) the resource is managed to minimise waste.

7.10 Prepare and implement strategies to promote and encourage recreational use of lands and waters entrusted to the Department in ways which:

- (i) are consistent with the purpose of the area;
- (ii) produce a return to the Department for services and amenities provided;
- (iii) provide an equitable allocation of land and resources where there is competition between user groups;
- (iv) allow for commercial operators to provide services where appropriate.

7.11 Using expertise in conservation, land management and associated training, provide skills and services to other organisations and groups.

8 MAJOR OUTCOMES OR KEY RESULT OBJECTIVES PLANNED FOR THE PERIOD 1989-93

Twenty one major outcomes are identified for this strategic plan. All are concerned with getting the Department in a position to most effectively carry out its charter. The aim is to expand, renew or create as the case may be, systems and procedures so that CALM can be efficiently managed with the resources available.

The desired major outcomes are:

8.1 The Department's Corporate Plan will be implemented, monitored and progressively revised.

This strategic plan will set broad directions for the next 5 years (1989-93). However, it will be generally reviewed every year. For each financial year, the budgeting process will produce an operational plan prepared in the context of the strategic plan.

8.2 Each region will have the staff, equipment and facilities to carry out the departmental mission and objectives (Sections 5 & 6).

Achievement of this result will require some further redeployment. Some staff with special expertise will need to be recruited.

8.3 Departmental policies for all major activities and issues will have been formulated and implemented.

There are currently 15 policy issues under development. New topics for policy development arise from time to time. For example, the policy on Recreation replaces previous separate policies relating to National Parks and State Forests; a policy on Marine and Estuarine Parks and Reserve Systems will provide a framework for the development of this portion of estate entrusted to CALM.

8.4 An information management system will have been developed and implemented and a computer network to all region and district offices will have been provided.

Extensive use of information technology in the Department is strongly supported. For CALM, there are two major areas of I.T. development. The first provides textual information and embraces commercial and management systems. The second, provides graphic information, that is information, principally related to land, which must be shown with its spatial relationships.

The strategies of the Department require the provision of computing facilities and networking of textual and graphical information throughout the organisation.

The broad strategies also include development of corporate information systems for decision making and the provision of data for sound land management.

In 1987 a consultancy established the information needs of the Department and proposed organisational and equipment development to achieve its objectives. Implementation of the proposals will be completed early in 1989.

All development of the graphics information system will be done to coordinate with the Western Australian Land Information System (WALIS).

8.5 A human resource development programme will have been developed and implemented.

Pre-requisites to achievement of this outcome are:

- › achievement of equitable, consistent and compatible working conditions and industrial arrangements for all industrial groups within the Department;
- › development of qualification requirements and criteria for career progression for all staff;
- › implementation of needs-based training programmes;
- › expansion of the safety and occupational health programme;
- › adaptation of the Public Service's PIMS system to serve all CALM employees.

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- › implementation of the Departmental Equal Employment opportunity management plan.

See the Department's policy statement and EEO Management Plan for greater details of its approach to human resources management.

8.6 An on-line financial management system will have been developed and implemented.

The Department is already functioning with a computerised General Ledger System and Pine and Hardwood Logging Systems which bring to account all debits, as well as royalty and stumpage entitlement.

The creation of CALM has produced a need to rewrite the General Ledger System and to provide a more sophisticated and useful financial reporting system. Programme budgeting is to be introduced. Other existing finance related systems need upgrading or redevelopment.

The Department's policies towards financial management are set out in Policy Statement No. 8.

8.7 A comprehensive range of Counter-Disaster Plans covering wildlife, fire, flood, oil spills, aircraft crashes etc will have been prepared.

Management of land and wildlife brings with it responsibility for the protection of life, private property and conservation values.

The Department is regularly involved in suppression of wildfires and has used its logistics expertise to successfully organise the rescue of stranded whales.

Planning for emergencies which may occur within the areas of CALM's responsibilities is essential for the provision of an efficient response. Plans will be developed in sympathy with the responsibilities and activities of the Bushfires Board, the State Emergency Service and other organisations which would be involved.

8.8 The Department's legislation and regulations (including codes of practice) will be revised and consolidated.

Review will be sought of the Conservation and Land Management (1984) legislation and of the Wildlife Conservation Act, 1950. This action is considered necessary to facilitate the better functioning of the Department. Accompanying regulations will be reviewed on a regular basis.

8.9 There will be an effective system of land and marine conservation reserves in place. New systems of conservation reserve and forest tenure, land use purpose and zoning will also be in place and State wide application commenced.

The Department has research and planning staff, and a Conservation Lands Acquisition Committee with the responsibility of ensuring that where possible, viable representative samples of all the State's natural ecosystems and species are reserved. Staff will:-

- › review red book recommendations for reservation in the various land systems and make additional recommendations as necessary;
- › review the existing CALM "estate" of National Parks, Nature Reserves, State Forests and Timber Reserves and recommend exchange, disposal or purchase of adjoining land.
- › with a working group, which includes marine scientists and planners from other State agencies, identify and recommend areas for reservation as marine or estuarine nature reserves or parks.

8.10 A strategic plan for each division, region and service branch will have been developed and implemented.

Departmental operations are the responsibility of regions and are supported by branches which provide specialist information and advice as well as setting and maintaining technical standards. Development of their own strategic plans will ensure that each management unit is working in the most efficient way possible towards the Department's objectives.

8.11 The Department will have achieved the trust of the public and Parliament and respect for its skills and integrity.

In Western Australia, a growing population with greater leisure time is making increasing demands on the natural resources of the State. As a result increased planning and management are required. To gain general support for such actions by Government agencies requires opportunities for the public to take part in the management process.

As custodians of the State's wildlife and much of the natural public estate, and therefore being responsible for the expenditure of large amounts of public monies, the Department needs to have the confidence of both Parliament and the people as it goes about the business of conservation and land management.

Major strategies to achieve this outcome will be to:

- (i) maintain good communications promoting an awareness and understanding of the issues involved in nature conservation, forestry and natural land management through special publications, use of the media, establishment of interpretation centres and advisory committees;
- (ii) develop and maintain a high standard of expertise in all operations.

The Department's policy statement on Community Education and Interpretation sets out detailed strategies being implemented.

8.12 Effective procedures for public participation in planning will continue to be developed and implemented.

The Conservation and Land Management Act, 1984 requires public involvement in the preparation of land management plans. By statute, involvement occurs at two levels:-

- (i) by the establishment of three "controlling bodies", the Lands and Forest Commission, the National Parks and Nature Conservation Authority and the Forest Production Council. Each group ensures that a breadth of knowledge and experience in conservation and land management is available;

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- (ii) by public notification of the preparation of management plans to which written submissions may be made by any person, organisation or body. Such plans are required for all land vested in a "controlling body."

Beyond this statutory requirement it is necessary to embrace public participation as an integral part of planning and management at all levels of the organisation, thereby ensuring that better and more acceptable decisions are made. Policy Statement No. 15 sets out the strategies in public participation being adopted by the Department.

8.13 A scheme to utilise and support volunteer assistance to the Department's activities will be introduced.

It is acknowledged that in Western Australia there is an increasing proportion of the population with an interest in and concern for the natural environment. The Department's management tasks on natural lands and waters are also increasing.

8.14 Management plans will be completed for all regions and for 25 areas considered to be of highest priority. Implementation will have been commenced. Interim plans will be in place where management plans are needed but not available.

The Department has developed two principal types of management plans - regional and area.

These are given a priority for preparation by taking into account the following factors:

- (i) the presence of rare species, unusual landscapes, or areas of ecological or cultural significance requiring integrated planning and management;
- (ii) land use conflicts, both present and potential;
- (iii) active management required to protect the area that is likely to affect the existing patterns of use or conservation values;
- (iv) significant departures from existing policies necessary to protect the values of an area;
- (v) major new developments proposed;

(vi) major tenure changes proposed or likely;

(vii) political requirements.

See also Section 10.3, Planning.

8.15 Wildlife management programmes will be completed, implemented and reviewed for selected species according to priorities.

Comprehensive management programmes are necessary to ensure conservation of certain species of flora and fauna. Programmes will be prepared for species that are endangered or in need of special management and also for species which may be exploited for commercial or sporting purposes.

8.16 The timber management strategy will have been implemented.

A full scale review of the way in which the Government controls and allocates the hardwood and softwood resource to industry and monitors its functions was completed in 1987. Implementation of the provisions of the Timber Strategy will provide for more efficient management of the State's timber resource by clarifying long term goals and strategies. In addition the climate for industry investment will be improved by indicating the extent and nature of the resource available in the long term and providing greater security of the resource by a new contract system.

8.17 A programme to ensure that all departmental recreation areas and facilities are functional, attractive, safe and efficient to manage and maintain will be implemented.

The need to facilitate the public's enjoyment of the natural attributes of public lands and reserved waters throughout the State is considered particularly important.

Achievement of this outcome will ensure that one of the primary objectives will be progressively implemented as economically as possible.

8.18 A landscape management strategy will be written and implementation commenced.

An important facet of protection, restoration or enhancement of natural landscape values is to ensure that ALL departmental operations are planned and implemented so as to minimise deleterious impact from such activities.

8.19 A conservation foundation(s) will have been established with donations actively sought by the Department for wildlife conservation.

There is an ongoing need for the application of extensive financial resources for conservation purposes. Much more will be achieved if the relatively finite resources made available by the State are supplemented from other sources.

The establishment of a conservation foundation will enable philanthropic gestures to be made by the public for specific purposes of conservation which may be in research, land acquisition, or the provision of management facilities.

8.20 The Department will have established constructive links with external groups which are involved in conservation and land management.

The causes of conservation and natural land management will be best served by the interaction of involved groups so that there is support for a common purpose or effort, or at least an understanding of the other point of view.

8.21 The productivity of the staff of the Department will have been improved by technology and appropriate training.

It is recognised that the human resources available to the Department are its most precious, albeit most expensive, asset. As well as providing training to develop the individual to realise his/her greatest potential, strong efforts will be directed to training and encouragement to maximise efficiency and work capacity. The strategy will be supported by the use of high technology for which the application level will be maintained as close as possible to "state of the art". Positions saved by this overall strategy will be re-deployed elsewhere in the Department according to set priorities.

9 INFLUENCING FACTORS

The issues influencing the choice of the desired major results or outcomes for the period are derived from CALM's external and internal environments.

Factors in the social environment contributing to this review of the Strategic Plan and adoption of the planned outcomes are:-

- The growing realisation in all human beings that there is a need to care for the environment and maintain its biological diversity for future generations;
- Western Australia's growing population with increasing leisure time - consequential pressure to use natural areas - potential degradation of the most popular areas;
- A perception that the resources provided to manage national parks and nature reserves should be increased;
- Recognition of problems of landscape degradation, feral animals and disease in the environment that need to be redressed;
- An environmental lobby in Australian society directing its protests at activities such as the timber industry, exploitation of wildlife, bauxite mining and other industrial development on natural areas;
- A more responsible public together with a realisation that utilisation of the State's natural resources in the Department's area of activity should return more money to the State;
- The need to achieve a balance of CALM's services to Western Australian communities commensurate with public expectations and equity;
- An expectation that the Government, through its agencies, will provide an efficient, well informed response to expressed problems, concerns and requests for information;

The prevailing internal environment is reflected by the following points:-

- The need to continue to draw together staff and make a cohesive Department with its own unique culture.
- Difficulty in supplying the human and financial resources to meet an expanding role.

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- › The inability of some management systems to meet the needs of the expanded Department.
 - › The need to have all managers conscious of the need for and equipped with ability to manage public enquiry and participation.
 - › An industrial situation where several unions/awards are involved with consequential difficulties in rationalisation.
 - › A good spirit within the Department and an excellent calibre of staff.
 - › A smoothly functioning organisation of regions and supporting branches.
 - › A commitment to corporate decision making and devolution of responsibility.
 - › Achievements in staff training/career structure development.
 - › Experience in and a proven system for the preparation of land/marine management plans and resource management programs.
 - › Continuing achievement of improved management of the timber industry concomitant with an improved financial return to the State.
 - › Commitment to safety in the workplace.
 - › Proven ability to handle emergencies (fires, whale strandings, etc.).

10 THE ORGANISATION

The adjoining Figure 3 shows the executive structure of the Department, as at December 1988.

The LFC, NPNCA and FPC provide advice to the Minister for Conservation and Land Management. The LFC and NPNCA in whom State Forests, timber reserves, National Parks, nature reserves, (including marine) and marine parks are vested, progress land management plans through their development and then monitor their implementation. Through comments on the management plans and related issues, the three bodies provide a community influence on the Department. From their collective membership of thirty-one, twenty-four represent community interests.

10.1 Management

The management philosophy adopted by the Department is one of devolution of authority and recognition, development and utilisation of the skills of staff. Given requisite ability there should be no impediment to the progress of an individual in the organisation.

The Department operates a successful corporate executive. The diverse nature of functions makes this approach essential. The group comprises the Executive Director, General Manager, the Policy Directors and Divisional Managers. Regional, branch and other specialist officers are involved according to the relevance of matters discussed.

10.2 Policy Development

Development of departmental policies is done by first identifying the need and then by the corporate executive assigning priorities for policy development. Each member of the corporate executive accepts responsibility for preparation of a group of policies. Each policy issue is passed to a regional manager, branch manager or scientific officer who, with other key personnel, prepares a draft. The draft is submitted to the corporate executive for discussion. Those responsible for its preparation attend and participate in the debates which follow.

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT
EXECUTIVE STRUCTURE - December 1988

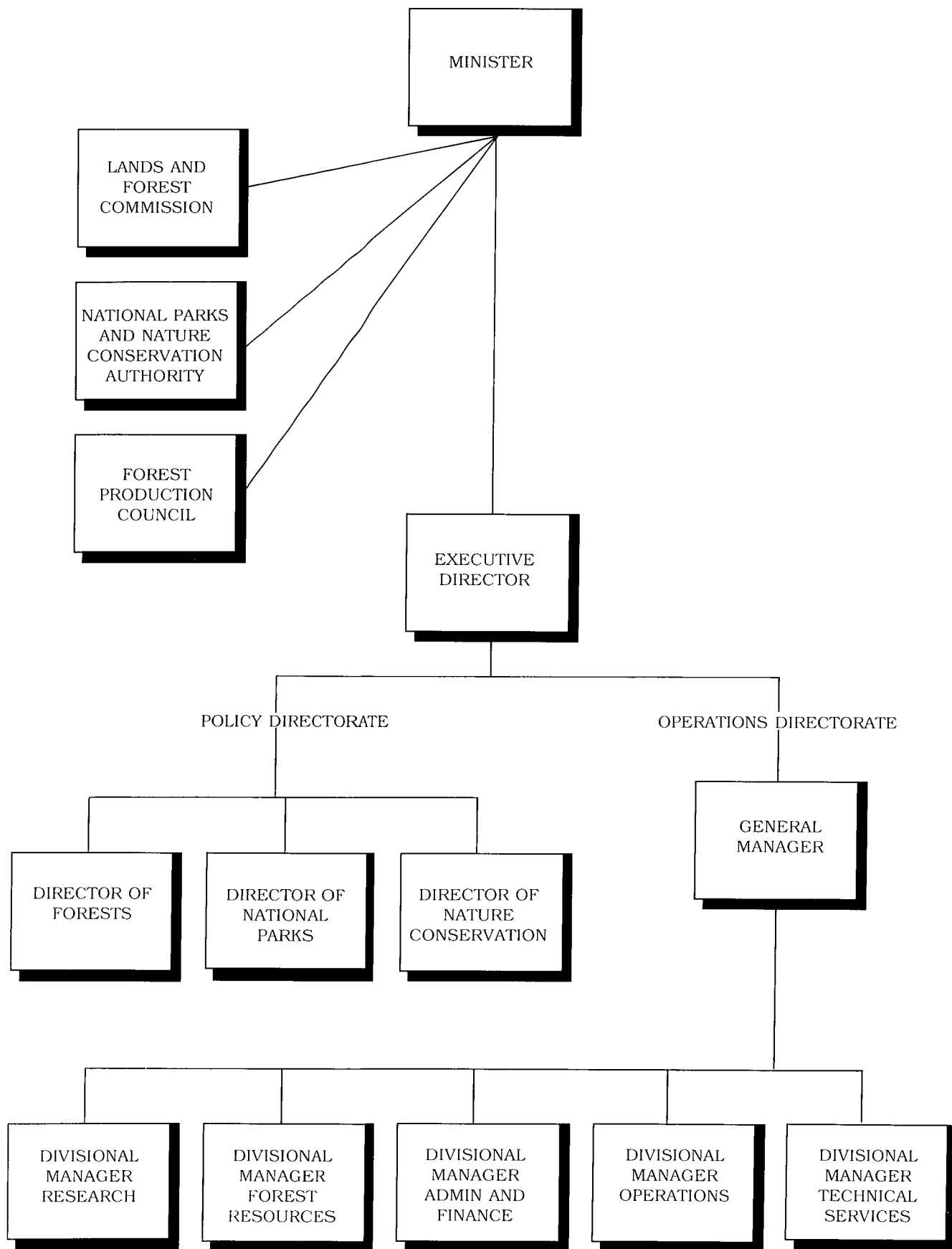


FIGURE 3

The corporate executive proposes amendments to, or accepts the policy having given consideration to:

- (a) its impact within the Department on the various specialist functions; and
- (b) its impact on external organisations.

After approval by the Policy Directorate, policies directly concerned with conservation and land management are referred to the NPNCA or LFC for comment before they are promulgated throughout the Department.

There are currently some 15 major policy issues under development. Appendix 2 lists those that have been issued:

10.3 Planning

Detailed planning of conservation and land management activities is a key function in the Department.

Under the Conservation and Land Management Act, there is a responsibility to prepare management plans for all land and water vested in either the Lands and Forest Commission or the National Parks and Nature Conservation Authority. Such plans must be available to the public for comment for a period of at least two months. They apply for a maximum period of ten years.

Two levels of this planning are undertaken. These are regional and area management plans.

Regional management plans are to be prepared for each CALM administrative region. They will cover all categories of land and water entrusted to the Department. Each plan will describe the management objectives to be achieved over the life of the plan and the strategies for implementation which are to be adopted.

Area management plans will apply to specific areas such as a national park, marine park, nature reserve, marine nature reserve, State forest, or other reserve. These are more detailed than regional management plans. Area management plans will be prepared only where there are requirements that cannot be adequately considered by a regional management plan. Each area management plan will also describe management objectives and strategies for implementation.

The public comment during the development of regional and area management plans ensures that account is taken of the needs and expectations of the wider community as the objectives and strategies are developed.

Appendix 3 is a list of approved management plans as at December 1988. It also shows management plans in progress.

Other major plans prepared by the Department are issue plans that are either a follow up to an approved management plan, or consist of interim guidelines for necessary operations where there is not yet an approved management plan. Issue plans cover all relevant topics, such as site plans, fire plans, dieback plans, recreation plans, resource allocation plans and wildlife management programs. Issue plans are generally prepared by district or regional staff in conjunction with research and other specialist branches within the Department. Public participation is not mandatory for issue plans, although it may be appropriate in some cases.

In addition, the Department prepares operational guidelines, manuals and prescriptions. These draw on the results of research and experience and are used to implement the works and activity programmes derived from the planning process.

10.4 Regionalisation

The Department is extensively regionalised in a way which provides the benefits of small autonomous organisations in close proximity to their area of operations while providing access to services that are best provided by a larger integrated organisation. Regions are responsible for the management of all departmental lands and waters and for conservation of flora and fauna within their boundaries. According to the intensity of activity regions are subdivided into districts.

The general responsibilities allocated to regions are to:

- prepare financial estimates and manage approved budgets;
- participate in project teams preparing land and marine area management plans;
- prepare and supervise works programs (based on approved management plans or necessary operations) for staff, employees and contractors;

-
- help, guide and train departmental staff in the region; and promote the health and safety of the departmental personnel;
 - ensure the conservation of indigenous flora and fauna;
 - supervise and regulate industry (eg. wildflower pickers, apiarists, timber and mining operations) on departmental and some other land;
 - preserve or restore the natural environment on departmental land and water;
 - provide information and advice on land management and conservation to people in the region; promote conservation and good land and marine area management;
 - provide a focal point for interaction between research and operations; and
 - liaise with State government and local government agencies in the region; represent the Department on interdisciplinary working groups, and advisory committees.

The State is divided into eleven regions. (See Figure 2, page 8) There are also twenty one districts. Within the regions National Park Rangers are at twenty nine other locations, Wildlife Officers at two.

The Divisional Manager, Operations has responsibility for the regions, districts and other locations. The Wildlife Protection Branch which is responsible for the protection of flora and fauna throughout the State also reports directly to him.

In turn, the Divisional Manager, Operations reports to the General Manager who has general responsibility for all of the Department's operations and support services.

10.5 Specialist and Support Services

Also in the Operations Directorate and providing support to the land and marine management and conservation operations are the Divisions of Administration and Finance, Services, Forest Resources and Research. Each comprises a group of portfolios and is headed by a Divisional Manager.

Functions of the Branches within each of these Divisions are as follows:

Administration and Finance Division

- Wildlife and Land Administration Branch - administers land tenure and transactions, wildlife licences and permits, offences, and mining applications on CALM lands.
- Human Resource Branch - provides human resource management through coordination of selection and training of staff, liaison with unions and industrial associations, conducting a safety, health and welfare programme, and maintaining staff records.
- Engineering Services Branch - administers the vehicle fleet, houses and buildings, and stores, and consults on the engineering of various projects.
- Finance Branch - administers finances and maintains accounting systems and procedures.

Administration support group - provides executive assistance and administers the records system.

Services Division

Planning Branch - prepares management plans in draft and final form according to requirements of the Act, and provides planning advice.

Recreation Landscape and Community Education Branch - provides landscape planning and design assistance, recreation planning, research and management advice, coordinates interpretation and community education programmes.

-
- › Fire Protection Branch - prepares fire protection and suppression plans, provides detection and aerial prescribed burning services, and conducts fire training courses.
 - › Environmental Protection Branch - prepares guidelines and procedures for protection from dieback, weeds and vermin, evaluates mining proposals, and advises on implementation of guidelines and rehabilitation of CALM land.
 - › Information Resources Branch - coordinates the management of the Department's corporate information resources; facilitates its computerisation and flow throughout the Department; provides and maintains a digital computing facility with networking to major country locations; provides management maps and a specialist mapping service for operational and public information requirements.

Forest Resources Division

- › Timber Production Branch - controls and monitors the harvesting of timber and collection of royalties; advises on timber quality, wood technology and related matters.
- › Silviculture Branch - develops silvicultural guidelines and practices, advises on their implementation, and manages nurseries and seed supplies.
- › Inventory Branch - services management operations of the Department with resource information and plans for forest production, disease protection; develops relevant computer systems.

Research Division

The overall objective of the Research Division is:-

To develop a scientific basis for conservation and land management in Western Australia by conducting research and providing expert advice.

The division functions at five separate centres. There are twelve major Research Programmes designed to provide specialised information which will support conservation, land and resource management planning in discrete areas of the CALM estate.

In particular, issue plans and wildlife management programmes are based on research findings which are related to operational practice.

Titles of the Research Programmes are:-

Biogeography
Entomology
Fauna Conservation
Fire
Flora Conservation
Herbarium
Plant Diseases
Rehabilitation
Silviculture
Wetlands and Waterbirds
Wood Utilisation

Service Programmes:-

Executive and Administrative Support
Research Computing
Research Methods

Further information can be obtained from the Research Division 5 Year Plan, July 1988-June 1993.

Economics Branch

The Branch advises the Executive Director and other Directors (individually and as a corporate executive) on economics, socio-economics and long term strategic management planning. The Branch's work includes consideration of all functions and activities of the Department. The work directly influences the magnitude of the Department's revenues and expenditures, and the management of forests and other resources. It is responsible to the Executive Director.

Public Affairs Branch

Responds to the Executive Director and produces publications, displays, media releases and audio visuals.

Internal Audit

An internal auditing service, responding directly to the General Manager, provides regular management oriented appraisals of operations and activities within the Department.

10.6 Liaison

The conservation, land and marine management and diverse related responsibilities make liaison with other bodies particularly important. Good relationships with Local Government Authorities, and other Government agencies with land or marine area responsibilities, are fostered and maintained by CALM.

APPENDIX 1

Principal Acts Administered by CALM

Conservation and Land Management Act, 1984 as amended.
Wildlife Conservation Act, 1950 as amended.
Timber Industry Regulation Act 1926 as amended.
Sandalwood Act 1929 as amended.

Other acts under which the Department has specific responsibilities are:

Alumina Refinery Agreement Act, 1961
Alumina Refinery (Pinjarra) Agreement Act, 1969
Alumina Refinery (Wagerup) Agreement and Acts Amendment Act, 1978
Alumina Refinery (Worsley) Agreement Act Amendment Act, 1978
Bush Fires Act, 1954
Collie Coal (Griffin) Agreement Act, 1979
Collie Coal (Western Collieries) Agreement Act, 1979
Fisheries Act, 1905
Land Tax Assessment Act, 1976
Wesply (Dardanup) Agreement Authorisation Act, 1975
Wood Chipping Industry Agreement Act, 1969
Wundowie Charcoal Iron Industry Sale Agreement Act, 1974.

Other acts which affect the Department's land management responsibilities are:

Aboriginal Heritage Act, 1972
Aerial Spraying Control Act, 1966
Agriculture and Related Resources Protection Act, 1976
Agriculture Protection Board Act, 1950
Control of Vehicles (Off Road Areas) Act, 1978
Country Areas Water Supply Act, 1947
Environmental Protection Act, 1986
Land Act, 1933
Local Government Act, 1960
Main Roads Act, 1930
Metropolitan Water Supply Sewerage and Drainage Act, 1909
Mineral Sands (Western Titanium) Agreement Act, 1975
Mining Act, 1978
Petroleum Act, 1967
Petroleum Pipelines Act, 1969
Rights in Water and Irrigation Act, 1914
Soil and Land Conservation Act, 1945
State Energy Commission Act, 1979
Town Planning and Development Act, 1928

Commonwealth Acts relevant to the Department's activities:

Australian Heritage Commission Act, 1975
National Parks & Wildlife Conservation Act, 1975
Whale Protection Act, 1980
Wildlife Protection (Regulation of Exports and Imports) Act, 1982
World Heritage Properties Conservation Act, 1983

International Agreements relevant to the Department's activities:

Agreement between the Government of the People's Republic of China and the Government of Australia for the Protection of Migratory Birds and their Environment.

Agreement between the Government of Japan and the Government of Australia for the Protection of Migratory Birds and Birds in Danger of Extinction and their Environment.

Convention on Wetlands of International Importance Especially as Waterfowl Habitat.

Convention on International Trade in Endangered Species of Wild Fauna and Flora.

Convention for the Protection of the World Cultural and Natural Heritage.

APPENDIX 2

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT INDEX TO POLICY STATEMENTS (DECEMBER 1988)

NO.	TITLE	DATE OF ISSUE
1	Planning	January 1986
2	Basic Raw Materials	November 1985
3	Dieback and Logging (Revised)	December 1988
4	Department Advisory Committees	December 1985
5	Research Technical Publications (Revised)	August 1988
6	Staff Training and Career Development	January 1986
7	CANCELLED	
8	Financial Management	May 1986
9	Conservation of Endangered Flora in the Wild	September 1987
10	Rehabilitation of Disturbed Land	November 1986
11	Protection of Aboriginal Sites-	-
12	Arbor Day	August 1986
13	Taking of Protected Flora in the Kimberley Region	December 1986
14	Weeds on CALM Lands	November 1986
15	Public Participation	April 1987
16	Computer Purchase and Use	December 1986
17	Housing	February 1987
18	Recreation	April 1987
19	Fire Management	May 1987
20	A Marine and Estuarine Reserves System in Western Australia-	-
21	Communications	August 1987
22	-	
23	Conservation and Management of Emus	-
24	Conservation and Management of Saltwater Crocodiles	-
25	Community Education and Interpretation	January 1988
26	Equal Employment Opportunity	February 1988
27	Conservation of Native Vegetation in Rural Areas-	
28	Reporting Monitoring and Re-evaluation of Ecosystems and Ecosystem Management	September 1988

APPENDIX 3

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT APPROVED MANAGEMENT PLANS AS AT DECEMBER 1988

Mooradung Nature Reserve
Nature Reserves of the Shire of Wyalkatchem
Forrestdale Lake Nature Reserve
Nature Reserves of the Shires of York and Northam
Benger Swamp Nature Reserve
Cape Range National Park
Shannon Park and D'Entrecasteaux National Park
Central Forest Region
Southern Forest Region
Northern Forest Region

MANAGEMENT PLANS IN PROGRESS

Lane Poole Reserve
Marmion Marine Park
Leeuwin-Naturaliste National Park
Waroona Catchment
Logue Brook Catchment
Yanchep National Park
Ningaloo Marine Park
Bungle Bungle National Park
Dampier Archipelago
Fitzgerald River National Park
Hamersley Range National Park
Herdsman Lake
Ningaloo Coastal Reserve
Rudall River National Park
Shoalwater Bay Islands
South Coast Regional Plan
Two Peoples Bay
Walpole Nornalup National Park

