

People in CALM Places

Seeking to provide world-class recreation and tourism opportunities, services and facilities for visitors to lands and waters managed by CALM while maintaining in perpetuity Western Australia's natural and cultural heritage.



CALM's Mission and Objectives

The Department of Conservation and Land Management (CALM) manages more than 20 million hectares of the State's lands and waters, natural areas that protect invaluable natural assets. These assets are important recreation and tourism resources and make significant social and economic contributions to Western Australia.

In relation to the areas it manages and the activities pursued, and consistent with the functions and responsibilities defined in the CALM Act (1984), the Department's mission is to:

Conserve Western Australia's wildlife and manage lands and waters entrusted to the Department for the benefit of present and future generations.

To achieve its Mission, the Department pursues the following objectives:

- ◆ **Conservation:** To conserve indigenous plants, animals and environmental processes in natural habitats throughout the State.
- ◆ **Value and Use of Resources:** To optimise the value and economic return to the community of wildlife, lands, waters and resources entrusted to the Department without compromising conservation and other management objectives.
- ◆ **Tourism and Recreation:** To identify and provide opportunities and services to the community which allows them to enjoy the wildlife, lands, waters and resources entrusted to the Department without compromising conservation and other management objectives.
- ◆ **Knowledge:** To seek and provide an up-to-date and sound scientific and information basis for the Department's conservation and land management activities.
- ◆ **Community Support:** To promote community awareness and appreciation of the values of wildlife, lands, waters and resources entrusted to the Department and to develop community understanding and support for the Department's conservation and land management activities.
- ◆ **Human Resources:** To recruit, develop, reward and retain knowledgeable and talented staff, and to provide a stimulating, safe, productive and supportive work environment where staff can pursue individual goals consistent with those of the Department.
- ◆ **Corporate Efficiency:** To optimise the efficiency, effectiveness and responsiveness of the Department in the achievement of conservation and other management activities.

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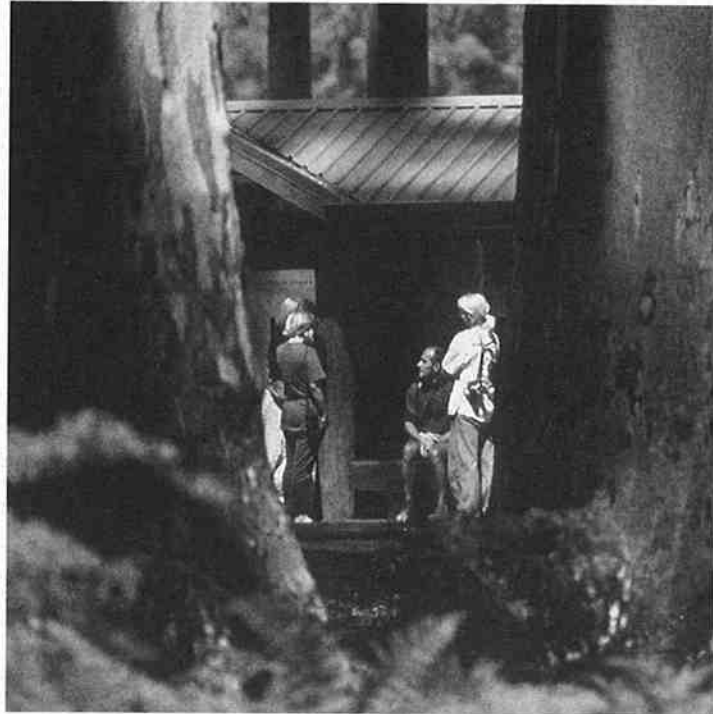
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Recreation and Tourism Strategy 1996-2000

This Strategy outlines the basic philosophy of the Department of Conservation and Land Management (CALM) in providing recreation and tourism opportunities on the lands and waters it manages. It describes the vision of CALM's Recreation and Tourism Program and articulates a number of focuses and strategic actions in relation to managing natural areas for public use. It also proposes some ways of measuring CALM's effectiveness and efficiency in delivering recreation and tourism services and facilities, and the effect recreation and tourism has on the natural environment.

Managing the Estate

Five million people visited Western Australia's public estate in 1994. The reason for such significant human interest is simple: this estate covers an area of more than 20 million hectares of lands and waters protecting unique landscapes, geological formations, plants and animals, and cultural sites. As manager of the estate, CALM needs to protect these sensitive areas while meeting the needs of a growing number of people seeking natural experiences.

Conserving the public estate for future generations, and managing it for use by the present one, is a complex process. Western Australia has a vast range of environments that have varying capacities to accommodate human use. CALM's customers and their needs and expectations are as diverse as the environments the Department manages. The cost of providing services and facilities, and of managing and protecting the public estate and the people who use it, continues to rise.

This Strategy provides a framework for the Department's planners and managers to approach the recreation and tourism challenges facing CALM. It provides a set of focuses and actions for developing and delivering opportunities, services and facilities to the Department's customers while continuing to protect the natural areas on which these activities are based.

The Strategy also incorporates focuses for considering visitor safety, providing equity of use of CALM's estate, providing the spectrum of opportunities required by our customers, enriching visitor experiences and being accountable for the services and facilities provided. It also provides a basis for developing partnerships that involve other groups in providing services and managing the public estate with CALM. CALM's partners can make a significant contribution to meeting the costs associated with managing the estate they use and providing increased services and facilities.

A Vision for Recreation and Tourism

CALM-managed parks, reserves and forests provide immense pleasure to many people. They also generate wealth through commercial recreation and tourism ventures. In response to increasing demands on the CALM-managed estate, as visitor numbers increase and more services are required, CALM is pursuing innovative ways of attracting resources by involving the community and industry in managing and protecting the public estate.

In 1995 CALM was given permission to retain all of its income, a financial arrangement that enhances the



Department's recreation and tourism programs. This situation can be further enhanced if the Department attracts partners to develop many of the recreation and tourism opportunities available on the public estate. In particular, nature-based tourism is an exciting new industry that has the potential to grow and contribute to managing the estate it uses.

In seeking new ways to achieve its objectives, CALM can improve its productivity and effectiveness, while being more accountable to its partners, the Government and Western Australians, in the way it uses its resources.

To meet the challenges facing the Department, CALM has adopted the following vision:

Provide world-class recreation and tourism opportunities, services and facilities for visitors to lands and waters managed by CALM while maintaining in perpetuity Western Australia's natural and cultural heritage.

The Recreation and Tourism Strategy describes the basic focuses embodied in the Department's approach to managing nature-based recreation and tourism opportunities, services and facilities on CALM-managed lands and waters. These focuses, or principles, and the accompanying strategic actions, will help to sustain the environment, meet customer needs and expectations and enhance the visitor's experience.

The success of this strategy, however, depends on it being owned and 'driven' by the regions, districts and branches and, in particular, on their ability to translate the focuses into clearly defined objectives and action plans that deliver opportunities, services and facilities that enable CALM to meet its objectives.

Experience has shown that, if applied correctly, the principles on which this Strategy is based will ensure that the public not only enjoy and appreciate the natural environment but also help to manage and protect it. The following pages show how that can be achieved.

Achievements

Over the past 10 years, CALM's balanced and innovative approach to the provision of nature-based recreation and tourism opportunities has earned the Department widespread recognition and community support. The intent of the strategy is to build on the following achievements:

- ◆ the redevelopment and upgrading of more than 200 recreation areas;
- ◆ numerous new facilities, several of which are destined to become icons of national and international note, such as the penguin viewing facility and the tree-top walk;
- ◆ a comprehensive policy statement to guide recreation, tourism and visitor services;
- ◆ effective public participation and feedback processes;
- ◆ a highly successful community involvement (volunteer) program, 1200 volunteers contributing 55,000 hours of work in 1994-95;
- ◆ innovative field-based activity programs for visitors to CALM-managed parks and State forest areas, such as The Hills Forest *Go Bush* program;
- ◆ informative, attractive and keenly sought-after visitor publications;
- ◆ an increase from 2.5 million to more than 5.0 million visits to CALM-managed areas;
- ◆ support for various major recreation events such as Rally Australia, the Avon Descent, the Bibbulmun Walk, etc.;
- ◆ development of arrangements to work with Aboriginal communities to manage land;
- ◆ effective relationships with special interest groups such as the WA Association of Four Wheel Drive Clubs;
- ◆ a Statewide visitor data collection program;
- ◆ the development of a comprehensive Recreation and Tourism Information System to be 'driven' by the field;
- ◆ more than \$15 million spent on capital infrastructure, visitor centres, roads, airstrips, etc.;
- ◆ effective partnerships with the commercial tourism sector;
- ◆ revenue-generating programs largely based on the 'user pays' principle;
- ◆ major commercial leases involving both a financial return and the management of visitor facilities and services;
- ◆ the appointment of an external grants coordinator and the winning of increased funding from the Commonwealth and other sources;
- ◆ design and construction standards for departmental signs, recreational structures and facilities which have subsequently been widely adopted by other State and local authorities;
- ◆ the training of more than 700 staff in recreation planning and management, visitor communications and interpretation, and the coordination and management of volunteers.

Focus 1: Ecological Sustainability

Natural ecosystems vary in their ability to accommodate human use. Some environments are durable and can withstand extensive use; others are extremely sensitive to human activity and disturbance. The challenge facing nature-based recreation planners and managers is to control the type, scale, intensity, duration and frequency of human activity in ways that maintain the integrity and stability of the environment.

Each recreation opportunity and each developed tourism site has to be evaluated to determine its compatibility with CALM's conservation objectives. Acceptable levels of environmental change that can be sustained within a given ecosystem need to be identified.

CALM's ability to meet these challenges depends on its knowledge and understanding of the natural environment and how the various ecosystems respond to development and human use over time. Before any new nature-based recreation or tourism ventures can be planned or developed, it is imperative to understand the natural environment; all new recreation developments and visitor facilities must recognise the need to manage for ecological sustainability. Failure to do so risks losing the attractions and features on which nature-based recreation and tourism depend. CALM's aim is to ensure that all of its recreation areas, facilities and services are planned, developed and managed so as to maintain in perpetuity or enhance the status of Western Australia's natural environment.

This can be achieved by:

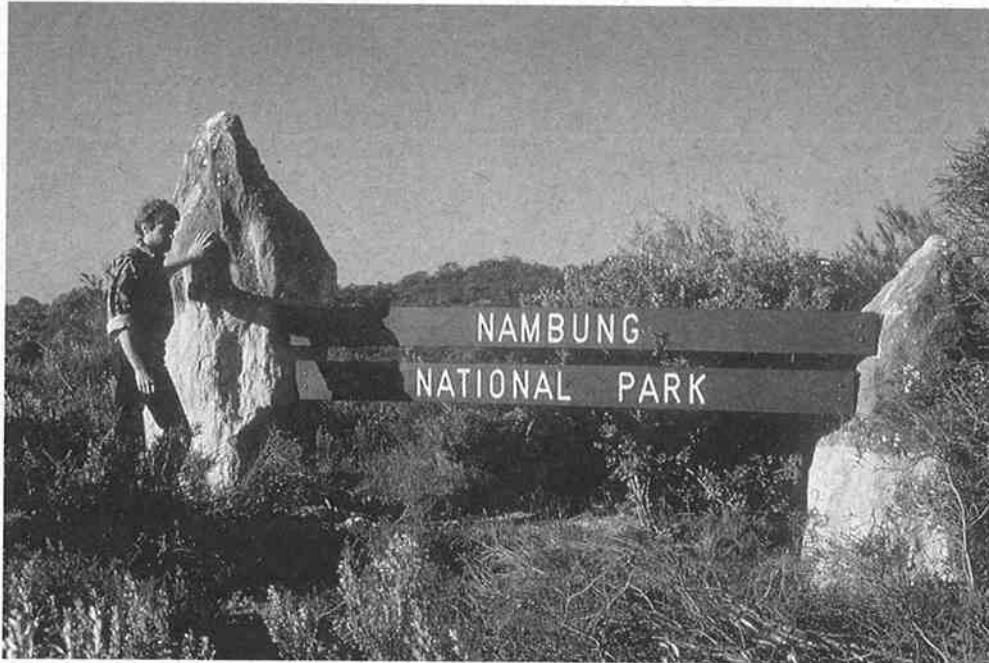
- ◆ Evaluating recreation and tourism opportunities in terms of their compatibility with conservation and other management objectives.
- ◆ Establishing management guidelines that recognise both the recreation and tourism potential and limits of available human, financial and ecological resources.
- ◆ Training CALM staff and private tour operators in the principles of sustained management.
- ◆ Assessing and planning recreation and tourism activities and facilities to minimise their impacts on nature conservation and aesthetic landscape values.
- ◆ Implementing new developments according to approved management plans.
- ◆ Informing the public on how the Recreation and Tourism Program contributes to nature conservation and other management objectives.
- ◆ Identifying acceptable levels of environmental change that can be sustained within a given ecosystem and taking direct action to intervene when these levels of change are in danger of being exceeded.

The effect recreation and tourism activities, services and facilities have on natural values can be measured by the:

- (i) identification of changes to resources in recreation areas;
- (ii) number of public comments about the condition of CALM's recreation areas, facilities and services.



Focus 2: *Sense of Place*



Every natural environment has its own special characteristics or qualities that set it apart from other areas and make it distinctive. This is commonly referred to as a 'sense of place'. Western Australia's diverse regional landscapes and climates, along with its Aboriginal and European culture, make this State an interesting place in which to enjoy leisure.

Unfortunately, a tendency to copy and import both physical and social settings and experiences is often at the expense of the local environment and culture. To maintain its qualities, each area's environmental and cultural attributes need to be identified; facilities, services and activities need to be designed to enable an area's distinctive attributes to be retained.

It is important in planning, developing and managing nature-based recreation and tourism services and facilities that those inherent qualities that are distinctive and contribute to Western Australia's attractiveness as a recreation and tourism destination are recognised and respected. The Department's aim is to develop a management ethos that recognises, protects and promotes those inherent qualities and cultural attributes that are distinctive to recreation and tourism areas.

This can be achieved by:

- ◆ Establishing and maintaining a research program to identify, describe and assess an area's unique environmental qualities.
- ◆ Instructing CALM staff, commercial operators and visitors on uniqueness and sense of place: what it is and how to assess, promote and protect it.
- ◆ Assessing those natural and cultural attributes that contribute to an area's sense of place before developing recreation and tourism services and facilities or undertaking management work.
- ◆ Involving the local community in assessing, planning and managing development to ensure that local history and cultural aspects are incorporated, maintained or enhanced.
- ◆ Designing facilities, activities and management actions that take into account and retain an area's distinctive social, cultural, physical and natural attributes.
- ◆ Recognising and retaining regional or local characteristics when providing recreation and tourism facilities and services.

The success in recognising, protecting and promoting an area's unique natural and cultural attributes can be measured by the:

- (i) number of areas recorded as having unique qualities or attributes;
- (ii) percentage of the Recreation and Tourism Program budget spent on protecting distinctive attributes;
- (iii) percentage of the Recreation and Tourism Program budget spent on interpreting distinctive natural and cultural attributes.

Focus 3: Customer Satisfaction

CALM is concerned with satisfying customer needs and desires for well-managed nature-based recreation opportunities. In all the Department's actions, customer satisfaction must be a prime aim and should receive the same degree of emphasis as good land management. The public who take their recreation on CALM-managed lands and waters will expect services that are timely, responsive and appropriate. This service can best be achieved by listening to and communicating with the public and by identifying and matching community needs with recreation resource opportunities. Community awareness, understanding and support are vital to conserving and protecting natural areas. Such support can only be achieved by working with the public and developing an understanding and empathy for their needs. CALM will endeavour to research public patterns of use, preferences and expectations and use this information when evaluating, planning and managing new or improved recreation opportunities. In short, the Department's aim is to:

Deliver nature-based recreation and tourism services that achieve a high level of visitor satisfaction.

This can be achieved by:

- ◆ Developing an information system to measure and monitor public needs, perceptions, expectations, attitudes and behaviour.

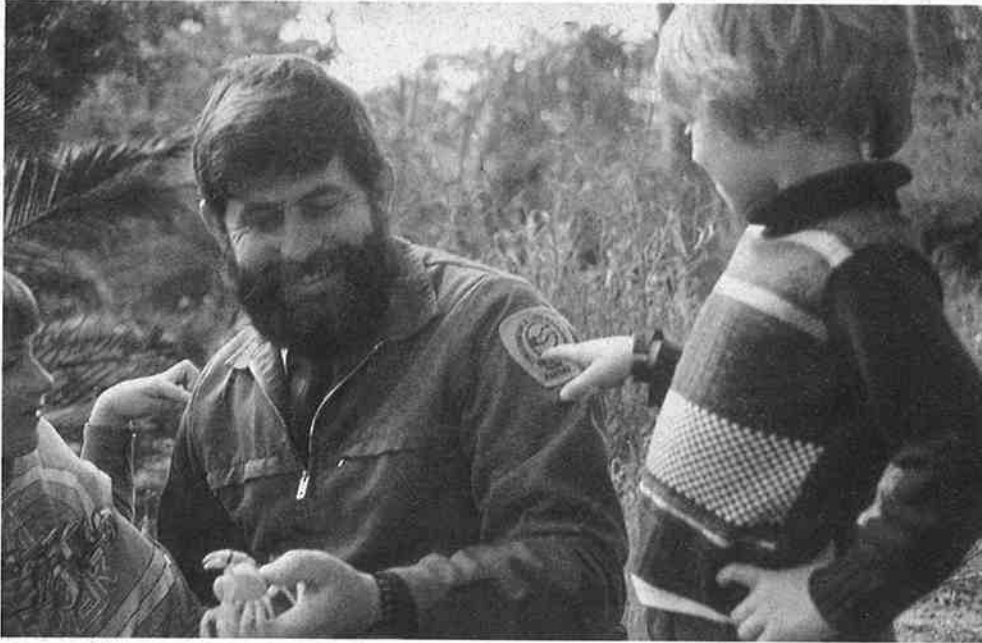
- ◆ Adopting a customer focus for all operations and provide customer service training for staff interacting with the public.
- ◆ Using research data to help develop policy and plan and design sites.
- ◆ Training staff to collect, analyse and use social research information.
- ◆ Giving priority to providing public information, security and safety.
- ◆ Providing facilities and services that seek to satisfy customer requirements and are based on ecologically sustainable practices.
- ◆ Monitoring and evaluating public satisfaction and promptly investigate and address any dissatisfaction.

Public satisfaction with CALM's recreation and tourism services can be measured by the:

- (i) increase in visitors to and use of recreation areas, services and programs;
- (ii) increased number of letters of appreciation for CALM's Recreation and Tourism Program;
- (iii) reduced level of complaints about CALM recreation areas, services and programs;
- (iv) increase in the number of return or repeat visitors to CALM-managed areas;
- (v) increased public donations;
- (vi) responses to customer service questionnaires.



Focus 4: *Enriching Visitor Experience*



Technology and an increasingly urbanised society has distanced many people from the natural environment. Many people living in cities want to be put back in touch with nature and to develop an awareness and understanding of the natural environment and ecological processes. Nature-based recreation and tourism activities and stories about the natural and cultural environment are powerful vehicles in developing public awareness, appreciation, enjoyment and support for conservation management. Memorable personal experiences enrich the lives of visitors to natural areas, help develop relationships between the visitor and the natural environment and enable CALM to gain support for its natural resource management program. CALM also adds value to the recreation and tourism experiences provided by other commercial and non-profit organisations by contributing scientific and other specialist information to those providers. It is the Department's aim to enrich visitor experiences of and develop their relationships with Western Australia's natural and cultural values.

This can be achieved by:

- ◆ Preparing and implementing visitor communication plans for CALM recreation areas that incorporate personal (public contact and activity programs) and impersonal interpretation techniques (signs, displays, productions and facilities) to reach the widest audience.
 - ◆ Training CALM staff and private sector guides and operators to communicate with visitors and interpret recreation areas, and provide scientific and other information that adds to the value of the visitor experience.
 - ◆ Promoting and conducting interpretive activity programs in major recreation areas with significant visitor numbers and where a demonstrated desire for such programs exists.
 - ◆ Monitoring and evaluating the knowledge, skills, attitudes and actions of visitors to determine the effect communication has on enriching their experience, developing environmental knowledge and skills, minimising visitor impact and increasing support for CALM and its management objectives.
- Value-added experiences and appreciation of the natural and cultural environment can be measured by the:
- (i) percentage of CALM-managed recreation areas which are interpreted for visitors;
 - (ii) increase in the number of participants in CALM visitor activity programs and CALM-accredited guided activities for visitors and tourists;
 - (iii) number of favourable comments or letters of appreciation from people who participate in CALM visitor activity programs;
 - (iv) number of tour operators given training and information by CALM.

Focus 5: Spectrum of Opportunities

Western Australia's national parks, nature reserves, marine reserves, forests and wildlife provide a diverse range of opportunities for experiencing nature, culture and the outdoors. These opportunities range from remote and rugged landscapes that remain largely unknown and unexplored to the majority of the travelling public, through to intensively managed and heavily used parks and recreation areas. CALM needs to maintain this wide spectrum of recreation and tourism opportunities and experiences, and avoid pressures to promote, upgrade access and develop all sites to the same degree. Nature-based recreation and tourism opportunities will vary from site to site depending on conservation and land management requirements and the characteristics and proposed uses of each area as identified in area management plans. CALM's aim is to provide and sustain a range of nature-based recreation and tourism opportunities and experiences that are consistent with conservation and land management objectives.

This can be achieved by:

- ◆ Compiling a directory of nature-based recreation and tourism opportunities and experiences.
- ◆ Identifying and prioritising potential new opportunities and experiences that are compatible with other conservation and land management requirements.
- ◆ Planning to provide the maximum range of suitable

recreation and tourism opportunities in each region.

- ◆ Identifying appropriate areas to develop, and maintaining other areas in their natural state.
- ◆ Incorporating recreation and tourism access and development proposals in the zoning schemes in area management plans.
- ◆ Investigating the potential to source external funds and develop partnerships with other organisations to provide new and enhance existing experiences.
- ◆ Prescribing licence conditions for commercial operations to ensure high standards and quality experiences and, where appropriate, provide tour operator training.
- ◆ Marketing new and existing experiences and opportunities where appropriate.
- ◆ Seeking to complement recreation and tourism opportunities offered in areas outside the CALM estate.

Diversity of opportunity and experience in CALM's Recreation and Tourism Program can be measured by the:

- (i) number of different types of nature-based recreation and tourism experiences provided on the CALM-managed estate;
- (ii) number of different recreational groups and special interests catered for;
- (iii) number of nature-based visitor experiences sought by the public that CALM is unable to provide.



Focus 6: Quality

Quality is one of CALM's most important Recreation and Tourism Program objectives, whether it be in developing and maintaining facilities or in providing services and programs. The factors that determine the quality of a particular recreational facility, service or experience vary widely and are difficult to measure. Nevertheless, the Department needs to continually seek to understand customer needs, perceptions, expectations and attitudes and provide high-quality nature-based recreation and tourism services. The Department's aim is to provide and maintain nature-based recreation areas, facilities, programs and services to a consistently high standard.

This can be achieved by:

- ◆ Planning, providing and maintaining quality visitor services and facilities in accordance with the Recreation and Tourism Program priorities.
- ◆ Seeking regular public feedback regarding the standard of CALM facilities, services and programs.
- ◆ Training staff involved in the Recreation and Tourism Program and providing suitable training for others involved in delivering services or facilities on CALM-managed areas.
- ◆ Providing clearly defined standards for visitor services and facilities.
- ◆ Evaluating services, facilities and visitor information to ensure they comply with set standards and meet public expectations and needs.
- ◆ Encouraging and assisting staff to liaise and network with other organisations providing recreation and tourism facilities and services to keep up to date with advances in the industry.

The standard of CALM's recreation areas, facilities and services can be measured by the:

- (i) increased number of recorded visits to particular areas and to the CALM estate in general;
- (ii) requests for improved services or changes to recreation areas on visitor comment cards and other surveys;
- (iii) reduced levels of complaints about CALM recreation areas, services and programs;
- (iv) increase in the number of return visitors;
- (v) increased number of letters of appreciation received for CALM's Recreation and Tourism Program.



Focus 7: *Protecting Heritage Values*



Western Australia has a rich cultural heritage that is recognised as an important component of the nature-based tourism industry. Many visitors come here in search of an 'outback adventure' or to experience something of Aboriginal culture. Heritage may comprise a blend of natural and social resources, historical features, artefacts, anthropological sites and contemporary cultural practices and features. Where any of these features occur in the CALM-managed estate, they will be protected to retain valuable records of how current and previous generations, both Aboriginal and non-Aboriginal, have used the land and its resources. Land and conservation managers will be encouraged to understand and appreciate cultural heritage features and to enhance public enjoyment of them. It is CALM's basic aim to protect and manage features of cultural value so that the public can enjoy and appreciate them.

This can be achieved by:

- ◆ Developing and implementing a CALM policy to protect and manage cultural heritage values.
- ◆ Liaising with local Aboriginal communities and organisations to eliminate impacts that proposed operations may have on places of cultural significance.
- ◆ Continuing to develop predictive site-models that identify and avoid cultural sites in field operations.
- ◆ Developing a register of non-Aboriginal cultural sites located on CALM-managed land to complement the register of Aboriginal sites held by the Aboriginal Affairs Department.
- ◆ Considering cultural heritage values when preparing management plans and operational procedures.

- ◆ Liaising with the Heritage Council of WA, the Australian Heritage Commission and the WA Museum in regard to protecting and managing heritage values.
- ◆ Applying the principles embodied in the Burra Charter.
- ◆ Applying for grants to research, manage, protect, enhance and interpret Western Australian cultural heritage information and features.
- ◆ Where appropriate, and with the consent of traditional custodians, passing on knowledge of Aboriginal cultural values on CALM-managed lands to other staff, land users, visitors and the tourism industry.
- ◆ Developing partnerships with local interest groups to assist in the management and interpretation of heritage values.
- ◆ Where appropriate, encouraging and training Aboriginal people to prepare and deliver educational and interpretive cultural programs and materials dealing with Aboriginal heritage matters.

The protection and management of physical and social features of cultural value on the CALM estate can be measured by the:

- (i) number of known significant cultural areas or places on CALM-managed lands for which steps have been taken to improve visitor understanding and appreciation;
- (ii) reduced incidence of damage or interference to cultural sites;
- (iii) increase in the number of Aboriginal people employed on CALM-managed lands and waters;
- (iv) percentage of Recreation and Tourism Program budget spent on protecting or interpreting an area's unique natural and cultural attributes.

Focus 8: Innovation

The needs, preferences and expectations of the recreation-seeking public are as dynamic and varied as the natural environment itself. The planning of programs and services for nature-based recreation and tourism must be forward-looking and capable of being modified, but without compromising conservation principles. While CALM should be wary of short-term fashion and fads in regard to recreation and tourism services and facilities, the Department should welcome the opportunity to be creative, flexible and innovative as it responds to change. CALM's aim is to develop an innovative and forward-looking Recreation and Tourism Program that is responsive to changing customer needs and based on sound conservation principles.

This can be achieved by:

- ◆ Encouraging an innovative corporate culture that can involve some risk-taking and experimentation.
- ◆ Developing an environment that fosters creativity through staff participation, information sharing, analysis of visitor needs, research and development,

feedback and training.

- ◆ Recognising and rewarding staff and CALM's nature-based tourism partners for their efforts and initiative in delivering Recreation and Tourism Program objectives.
- ◆ Seeking, recognising and rewarding expertise, knowledge and skills in managing nature-based recreation and tourism facilities and services.
- ◆ Sharing information internally and with other agencies, organisations and community groups.
- ◆ Encouraging staff to participate in study tours, conferences and training schemes where new and innovative ideas can be shared.

CALM's response to changing visitor needs can be measured by the:

- (i) number of technical innovations introduced that improve delivery of recreation services and facilities;
- (ii) number of new or different activity programs introduced and the public's support of them;
- (iii) number of visitor comments that appreciate CALM's positive response to their needs.



Focus 9: Equity

In providing nature-based recreation and tourism facilities and services, the Department will seek equity of opportunity for the recreation-seeking public on CALM-managed areas. This can best be achieved by allowing the widest range of nature-based activities to be developed on CALM-managed lands and waters, providing these pursuits do not significantly diminish conservation and cultural heritage values, impair other forms of use to an unreasonable extent or place the safety of any visitors in jeopardy. Priority use may be allocated to specialised pursuits, events or specific user groups at sites or times that are suited to those activities. Both the costs and benefits associated with various uses must be evaluated when considering equity. CALM will not provide activities on the conservation estate that are better suited to other land tenures. The Department's aim is to provide a range of nature-based recreation opportunities compatible with conservation and land management objectives and economically feasible.

This can be achieved by:

- ◆ Incorporating equity considerations into planning and decision making processes involving community, commercial and conservation interests that affect the access and use of natural areas.
- ◆ Liaising with individuals and groups with special needs

and providing suitable nature-based recreation opportunities and facilities consistent with conservation and other land management objectives.

- ◆ Seeking to ensure, wherever possible, that nature-based tourism activities benefit local communities and contribute to natural and economic resource management and conservation.
- ◆ Using revenue raised from visitor fees, commercial ventures, leases and other sources to manage natural areas and, where appropriate, to allow for increased participation in providing nature-based recreation and tourism services and facilities.
- ◆ Liaising with other recreation providers to ensure that equity exists across the range of different land tenures (e.g. private, State and local government).

CALM's response to the needs of particular groups can be measured by the:

- (i) involvement or participation of interest groups in planning and managing CALM recreation areas;
- (ii) assessment of feedback from user groups, such as commercial operators, local communities, people with disabilities, and other interest groups with special leisure needs;
- (iii) number of special requests from groups or individuals that have been implemented or resolved.



Focus 10: Partnerships

Business and the community can help CALM achieve key aims. The Department needs partnerships to provide recreational facilities, services and programs. Possible partners include recreation groups, private and public organisations, and community groups.

This can be achieved by:

- ◆ Involving more volunteers and groups in the work of the Program.
- ◆ Formalising relationships and increasing contact with recreation associations, such as the 4WD Association or Confederation of Australian Motor Sports.
- ◆ Developing joint ventures with Aboriginal corporations and other community groups.
- ◆ Providing a clear role and recognition for advisory committees.
- ◆ Promoting opportunities for other organisations to offer services and facilities.
- ◆ Forging relationships with other government agencies involved in recreation or tourism.
- ◆ Training commercial tour operators to deliver recreation and tourism services.
- ◆ Seeking CALM membership in appropriate bodies (e.g. caves committee, regional tourism associations).
- ◆ Training CALM staff to manage commercial leases and licences, or employing specialists to do so, in conjunction with field staff.

Support for CALM's Recreation and Tourism Program can be measured by the:

- (i) number of volunteer hours;
- (ii) number of registered CALM volunteers;
- (iii) success of new volunteer projects;
- (iv) number of established CALM 'Advisory Committees' and 'Friends Groups';
- (v) number of external groups or committees with which CALM has regular contact or representation;
- (vi) number of joint ventures established.

The Department also seeks to broaden the financial resource base for delivering recreation and tourism opportunities, facilities and services by:

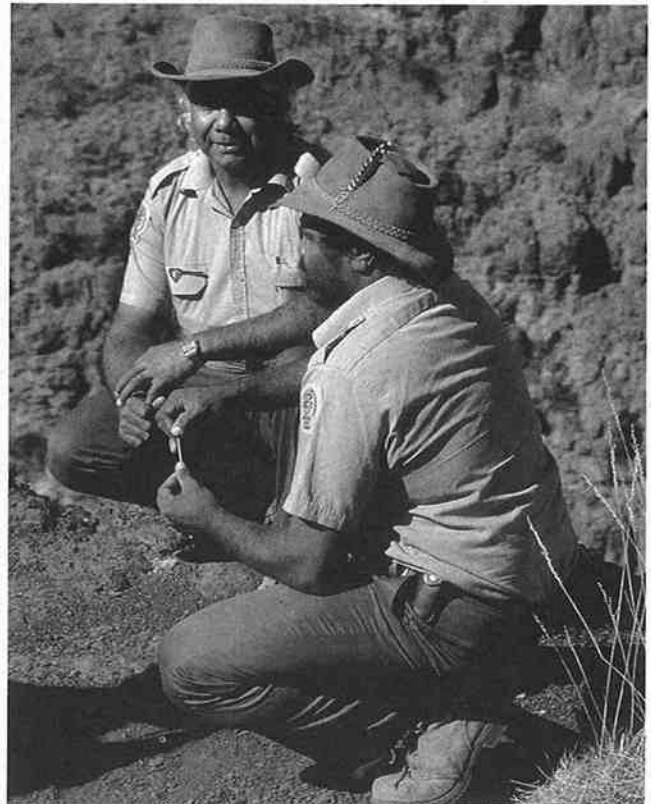
- ◆ Providing a directory of opportunities for commercial interests to help provide services and facilities.
- ◆ Asking the user to pay for facilities and services wherever appropriate and equitable.
- ◆ Developing leasing and licensing partnerships that guarantee an economic return for the right to use CALM-managed areas for commercial gain.
- ◆ Attracting private capital to develop facilities and

services, and encouraging local community financial support as a priority wherever possible.

- ◆ Seeking sponsors for identified activities.
- ◆ Further developing CALM as the primary provider of opportunities for nature-based tourism, and developing more market opportunities (e.g. merchandising).
- ◆ Marketing CALM and joint venture products, services and skills.
- ◆ Ensuring an equitable return for CALM and joint venture products, services and skills.
- ◆ Seeking grants and other forms of sponsorship according to Recreation and Tourism Program priorities and needs.

CALM's endeavours in attracting financial support for its Recreation and Tourism Program can be measured by the:

- (i) percentage of Program budget derived from partnerships and external funding;
- (ii) number of commercial leases and licences issued and the net return from these;
- (iii) percentage of Program budget contributed by sponsors;
- (iv) percentage of Program budget derived from grants;
- (v) percentage of visitors to CALM-managed areas who pay entry fees;
- (vi) increase in revenue per visit.



Focus 11: Staff Skills and Expertise

Resources for implementing Recreation and Tourism Programs will always be finite, while new opportunities and ideas for visitor facilities, services and activities are, seemingly, infinite. CALM's most important resource is its staff, in which resides a vast body of knowledge and experience that is constantly expanding. Core staff resources can be augmented by employing seasonal workers and contractors and by involving volunteers, adjoining landowners or commercial interests. However, the integrity and quality of delivering the Recreation and Tourism Program will depend on the skills, knowledge and experience of the Department's staff, who will be required to provide leadership and standards for the industry. The Department's aim in this regard is to provide adequate human resources to implement CALM's Recreation and Tourism Program and provide consistently high quality services and leadership.

This can be achieved by:

- ◆ Auditing CALM staff skills and experience in nature-based recreation and tourism and assessing against Recreation and Tourism Program priorities.
- ◆ Developing a training program based on a needs analysis and the staff audit.

- ◆ Providing opportunities for exchanges and work experience where this can benefit staff development and work performance.
- ◆ Developing guidelines for recruiting or contracting specialist skills that cannot be found within existing CALM staff resources.
- ◆ Where appropriate, looking for opportunities to augment core staff numbers with seasonal or contract workers, and recognising the potential of volunteers, neighbours and commercial partners to help deliver the Recreation and Tourism Program.
- ◆ Recognising and rewarding staff for their efforts and initiatives in delivering Recreation and Tourism Program objectives.
- ◆ Seeking appropriate recognition and reward for CALM's expertise, knowledge and skills.

The ability of CALM's staff to meet the Program's planned priorities can be measured by the:

- (i) percentage of the Recreation and Tourism Program budget spent on training and development;
- (ii) proportion of volunteers to CALM staff involved in the Recreation and Tourism Program;
- (iii) public recognition of CALM recreation and tourism achievements, e.g. positive media reports, or awards won.

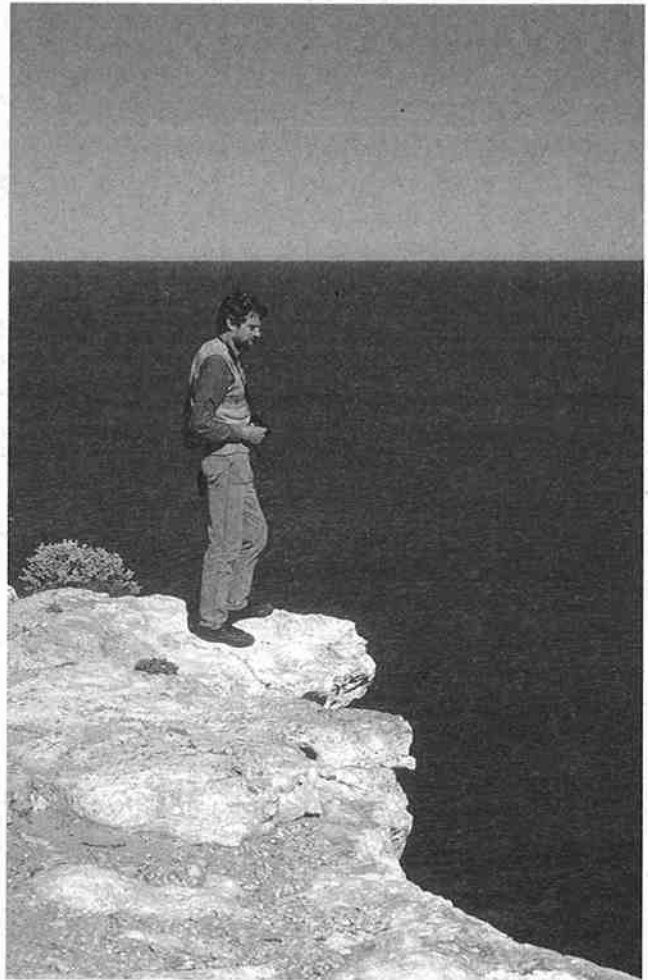


Focus 12: Visitor Safety

Providing nature-based recreation and tourism services and facilities in natural areas carries with it some significant responsibilities. Many outdoor environments that attract the public are also potentially dangerous. As a provider and manager of recreational opportunities, CALM has a moral and legal responsibility to consider the personal safety and welfare of staff and visitors to lands and waters it manages. The Department's aim is to develop and implement recreation and tourism programs, services and facilities that minimise the risk of accidents and injury to people enjoying themselves on CALM-managed lands and waters. In doing so, the Department will seek to reduce the potential for personal injury and property damage in a way that does not diminish visitor use or enjoyment of an area.

This can be achieved by:

- ◆ Preparing a policy and guidelines on visitor risk management on CALM-managed lands and waters and disseminating this information to CALM staff involved in the Recreation and Tourism Program.
- ◆ Developing and maintaining an up-to-date register of CALM-managed recreation and tourism assets as a basis for preparing and implementing recreation site and facility maintenance programs.
- ◆ Ensuring CALM operations staff, commercial operators and community support groups are trained in visitor risk management principles and procedures.
- ◆ Introducing an incident reporting system throughout the Department and ensuring CALM staff are familiar with reporting forms and procedures.
- ◆ Ensuring CALM recreation facility developments comply with relevant design standards and specifications where applicable.
- ◆ Carrying out periodic safety audits of CALM recreation areas and facilities.
- ◆ Informing visitors to CALM-managed areas through brochures, signs and displays where either a past history or future likelihood of personal accidents or injuries exists.
- ◆ Promptly investigating reported visitor accidents and injuries on CALM-managed lands and waters and rectifying any identified safety problems as soon as possible.



Success in implementing visitor safety measures can be measured by the:

- (i) decrease in the number and type of recorded accidents or injuries to visitors enjoying themselves on CALM-managed lands and waters (per 100,000 visits or similar unit);
- (ii) decrease in the number of claims lodged against the Department for negligence or otherwise failing in its duty of care to visitors that either results in damages being awarded or an out-of-court settlement being reached;
- (iii) extent to which the Department is able to minimise its public liability insurance premiums by adopting prudent visitor risk management practices and procedures.

Focus 13: Accountability

CALM's recreation and tourism services and facilities should be characterised by responsiveness and accountability to all stakeholders. Open, participatory planning processes increase accountability and confidence that CALM is responsive to community expectations. CALM's aim is to maintain accountability to the State Government and the people of Western Australia by implementing the Recreation and Tourism Program on time and within budget.

This can be achieved by:

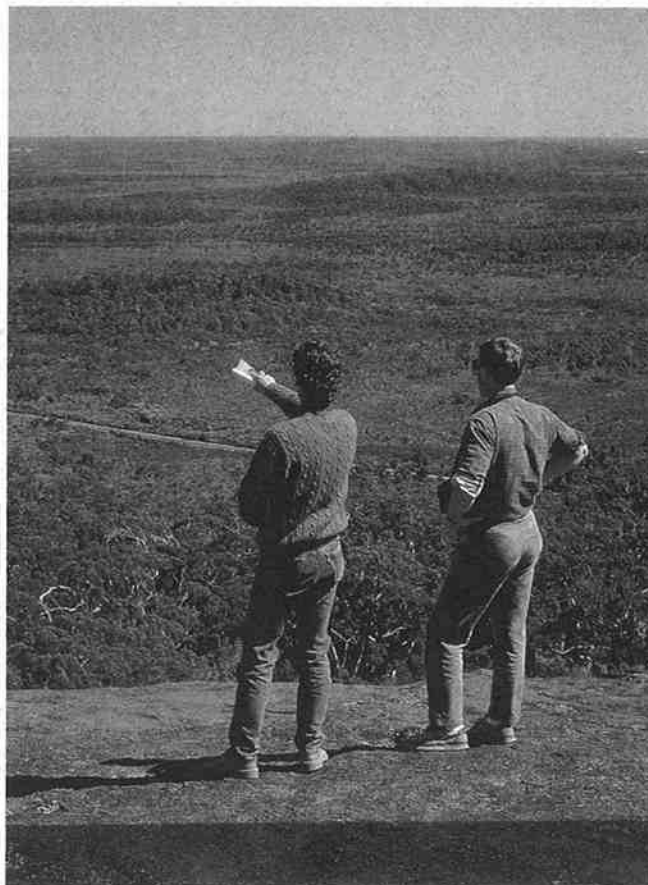
- ◆ Determining annual priorities for managing visitor services and facilities in accordance with the Recreation and Tourism Program and approved management plans, and in consultation between Regional and Branch managers and the Program Director.
- ◆ Preparing action plans that describe the steps to be taken toward achieving Recreation and Tourism Program objectives, and including a works program and a guide to monitor the implementation of these plans.
- ◆ Publishing annual priorities for managing recreation and tourism programs, services and facilities and details

of program expenditure in Treasury Program Statements and ensuring regional/district action plans are consistent with these planned achievements.

- ◆ Where appropriate, advertising opportunities for the public to be involved in planning and managing recreation and tourism services and facilities.
- ◆ Regularly reviewing progress towards implementing this Strategy and reporting that progress to the National Parks and Nature Conservation Authority.
- ◆ Operating local revenue-generating areas according to business plans.
- ◆ Providing regular briefings and reports to relevant advisory committees on implementing management plan recommendations and Recreation and Tourism Program priorities.
- ◆ Providing information on implementing this Strategy for CALM's Annual Report.

CALM's actions in meeting its Recreation and Tourism Program objectives can be measured by the:

- (i) evaluation of planned achievements against actual achievements;
- (ii) evaluation of expenditure against estimated budget.



Implementation and Review

It is the duty and privilege of CALM staff to develop recreation and tourism opportunities, facilities and services based on the guidelines outlined in this Strategy. It is they who must keep to annual schedules and targets, and ultimately realise the Department's vision for managing nature-based recreation and tourism. Everything depends on the continuing efforts of Regional, District and specialist branch staff.

CALM's Corporate Executive will use the Strategy to help determine priorities for allocating staff and financial resources. Competing demands will always exist for these scarce resources, so the challenge for Recreation and Tourism Program leaders is to ensure that nature-based

recreation and tourism achievements and priorities are recognised and that those achievements are based on this Strategy.

CALM will assess its effectiveness and efficiency in managing recreation and tourism programs, services and facilities. Key performance indicators are already established for the Recreation and Tourism Program and are measured each year and reported in the Department's Annual Report. The process of setting priorities and evaluating performance annually will help ensure this Strategy remains relevant to both CALM and the leisure-seeking public.



