

Corporate Plan
2006–2009
Department of Conservation and Land Management

Conserving the nature of WA

Foreword

Conserving the nature of Western Australia remains a challenging role: while the State is recognised as a world leader in biodiversity conservation and recovery programs, we still need to halt and reverse the decline in WA's biodiversity.

Western Australia has many outstanding national parks, marine parks and other conservation reserves, however the parks and reserve system is still incomplete. We need to expand the system to meet national and international standards, and we need to be proactive in engaging local communities, indigenous people, tourism and recreational interests, and indeed the entire Western Australian community, so that the State's parks and reserves are valued and supported.

This document summarises the Department of Conservation and Land Management's role as a State Government agency, the way we carry out that role and our key objectives for the next four years. Priorities for 2006-2009 include: finalising a State biodiversity conservation strategy and Biodiversity Conservation Bill; continuing the establishment of the marine and terrestrial conservation reserve systems towards the goals of comprehensiveness, adequacy and representativeness; further developing a "World Class Parks System" in WA in terms of ecosystem management and visitor facilities and services; finalising and implementing the Good Neighbour Policy; effectively engaging Aboriginal people in natural resource management; and implementing the Forest Management Plan 2004-2013.

Public participation and consultation will continue to be a cornerstone of CALM's operations, and we look forward to working constructively with other organisations and Government agencies, with our neighbours, with indigenous communities, with our volunteers and sponsors, and with industry.

Identifying strategic directions and objectives provides a focus for work plans at all levels in CALM and for individual performance agreements. I take this opportunity to acknowledge again the continued enthusiasm and commitment of staff, which will be vital in the effective implementation of this Corporate Plan.

Keiran McNamara
Executive Director

Our Vision

A natural environment in Western Australia that retains its biodiversity and enriches people's lives.

Our Mission

In partnership with the community, we conserve Western Australia's biodiversity, and manage the lands and waters entrusted to us, for their intrinsic values and for the appreciation and benefit of present and future generations.

Our Responsibilities

The Department of Conservation and Land Management is in the portfolio of the Minister for the Environment. The Department is also part of a greater conservation community and has distinct State Government responsibilities for implementing Government policy within that community. Conservation is a collective role.

We have the lead responsibility for conserving the State's rich diversity of native plants, animals and natural ecosystems, and many of its unique landscapes. On behalf of the people of WA, we manage more than 25 million hectares, including more than nine per cent of WA's land area: its national parks, marine parks, conservation parks, regional parks, State forests and timber reserves, nature reserves, marine nature reserves and marine management areas. We also have responsibility for fire management and pest animal and weed control on a further 89 million hectares of unallocated Crown land and unmanaged reserves.

As an agency with integrated responsibilities, we manage lands and waters for the conservation of biodiversity at ecosystem, species and genetic levels, including management for the renewable resources they provide, and for the recreation and visitor services they can sustainably support.

We assist the Conservation and Land Management Act statutory bodies (the Conservation Commission of Western Australia and the Marine Parks and Reserves Authority) to carry out their statutory functions.

We work closely with the Forest Products Commission to ensure timber harvesting in State forests and timber reserves is consistent with the protection of nature conservation, community, recreation, cultural, catchment and physical values, and provide timely and science-based advice for development assessment and approval processes throughout the State.

We also contribute to conservation nationally and internationally through national Ministerial Councils, the Natural Heritage Trust and other national programs, the work of organisations such as the IUCN (the World Conservation Union), and to the implementation of international conservation treaties in WA.

Our Values

People make organisations and the values they adopt shape those organisations. In working to achieve our Mission, we endeavour to behave with:

- Honesty and integrity—acting ethically, legally and treating people with impartiality.
- Respect—understanding and respecting individual differences, valuing each other's contribution, and respecting the views and aspirations of co-workers and the community.
- Openness—having processes that are transparent and understandable.
- Commitment—being responsible, accountable and dedicated in our work.

We will demonstrate:

- Teamwork—working collaboratively and cooperatively with co-workers, and in partnership with the community.
- Leadership—being progressive, showing initiative and creativity in meeting our objectives.
- Professionalism—acting in a professional, courteous and fair manner, and using up-to-date and sound scientific principles and accurate information in our work.

- Value—delivering the best possible result for conservation through efficient and effective use of our resources and continual improvement of our efforts.

Our Principles

In making decisions we will be guided by the following principles:

- The diversity and health of ecological communities and native species throughout WA will be maintained and, where necessary and possible, restored.
- Where there are threats of serious or irreversible damage, the lack of full scientific certainty shall not be used as a reason for postponing measures which seek to prevent loss of biodiversity.
- Users of the environment and resources will pay fair value for that use.
- Use of wildlife will be on the basis of ecological sustainability.
- Outcomes will be delivered in the most effective and efficient way.
- Cooperation, sharing and integration of resources and knowledge within the Department and between communities and agencies will be promoted.
- We will adopt a flexible and responsive approach to management and operations and be receptive to change.

Strategic Directions, Objectives and Strategies

The three major Services of the Department of Conservation and Land Management are Nature Conservation, Parks and Visitor Services, and Sustainable Forest Management and all activities of the Department are directed to providing these to the people of Western Australia.

The vision we are working towards is '*A natural environment in Western Australia that retains its biodiversity and enriches people's lives*'. CALM will achieve this vision by:

- Conserving biodiversity
- Creating sustainable community benefits
- Maintaining community involvement and support
- Improving the way we do business.

1. Conserving biodiversity

Objective

To protect, conserve and, where necessary and possible, restore Western Australia's natural biodiversity.

Strategies

- 1.1 Establish clear guidance for biodiversity conservation actions and improved legislation for achieving biodiversity conservation outcomes in partnership with the community.
 - Finalise and implement a State biodiversity conservation strategy.
 - Finalise a Biodiversity Conservation Bill, to replace the Wildlife Conservation Act, for consideration by Parliament.
 - Develop amendments to the CALM Act relating to regional parks and joint management of conservation lands and waters with traditional owners.
- 1.2 Expand and improve the marine and terrestrial conservation reserve system to achieve world's best standards.
 - Identify and acquire new conservation reserves to achieve comprehensiveness, adequacy and representativeness targets as well as protecting sites of special importance.
 - Undertake systematic surveys of the State's biodiversity.
- 1.3 Promote off-reserve conservation that complements the reserve system.

- Develop and implement programs and partnerships for off-reserve biodiversity conservation with community groups, landholders, industry and other agencies.
 - Participate in community-based approaches to improved natural resource management.
- 1.4 Recover threatened flora, fauna and ecological communities.
- Identify and protect threatened species and ecological communities.
 - Priority rank them for conservation action according to international (IUCN) criteria.
 - Prepare and implement recovery plans, with the highest priority threatened species and ecological communities being treated first.
- 1.5 Protect biodiversity from threatening processes, agents and activities, including introduced animals, weeds, dieback and other exotic diseases, salinity and inappropriate fire regimes.
- Implement the WA Salinity Strategy in partnership with landholders, the community and other agencies.
 - Expand and enhance the Western Shield wildlife recovery program, incorporating introduced predator control, threatened species breeding and translocations, and associated management of threatening processes and species populations.
 - Use fire to achieve a range of land management objectives, including the conservation of biodiversity, maintenance of ecosystem health, and protection of human life and other values.
 - Expand programs for the control of introduced animals and weeds.
 - Incorporate consideration of climate change in all planning for biodiversity conservation.
 - Implement integrated management strategies to control dieback and other pests and diseases that threaten species and ecosystems.
 - Prepare management plans for all Department-managed lands and waters.
- 1.6 Ensure that all use of wildlife is sustainable.
- Prepare, implement and continually improve management programs for wildlife species that Government decides should be harvested.
 - Where appropriate, promote sustainable use programs as a means of improving biodiversity conservation.
 - Maintain and enhance licensing and compliance operations covering access to, keeping of, and release of wildlife.

2. Creating sustainable community benefits

Objective

To generate social, cultural and economic benefits through the provision of a range of services that are valued by the community and are consistent with the principles of ecological sustainability.

Strategies

- 2.1 Plan, develop and manage all parks, recreation areas, facilities and services so as to maintain in perpetuity the values of natural areas managed by the Department.
- Encourage people to enjoy nature and natural areas.
- 2.2 Provide and sustain a range of safe nature-based recreation opportunities, facilities and visitor services that are compatible with conservation and recreation requirements.
- Establish innovative and ecologically sustainable visitor facilities and services, and nature-based recreation opportunities.
 - Redevelop and maintain recreation areas on the basis of strategic importance.

- 2.3 Provide enriched visitor experiences through quality information, memorable interpretive activity programs and innovative visitor facilities and services.
 - Develop partnerships to provide recreational facilities, services and programs.
 - Provide astronomical information and services for the benefit of the community.
- 2.4 Reduce the threat of wildfire to human life, property and biodiversity values.
 - Maintain a trained and well-equipped fire fighting capability in key areas.
 - Work with the local community to implement fire management programs that meet biodiversity objectives and protect human life and public and private property.
- 2.5 Manage the forests and woodlands entrusted to the Department, and the resources they provide, guided by the principles of ecologically sustainable forest management.
 - Implement the Forest Management Plan 2004 – 2013, including protection of old-growth forests.
 - Facilitate the harvesting, regeneration and growth of forest products from State forest and timber reserves in accordance with the Forest Management Plan.
 - Maintain an approval, monitoring and compliance system for operations in State forest and timber reserves.

3. Maintaining community involvement and support

Objective

To develop community awareness and appreciation of the State's rich diversity of native plants, animals and natural ecosystems, and its unique landscapes and seascapes, and promote community involvement in and support for their protection, conservation and restoration.

Strategies

- 3.1 Improve community knowledge of biodiversity conservation issues and awareness, understanding and support for the Department's activities, services and policies.
 - Develop and implement strategic communication and advocacy programs.
 - Develop best practice publications, new media and other communication vehicles.
 - Initiate and lead public discussion on conservation and land management issues.
- 3.2 Increase opportunities for youth to learn about and gain hands-on experience with conservation issues.
 - Develop effective school and experience-based education and activity programs.
- 3.3 Be responsive to the community.
 - Develop and implement appropriate public participation, volunteer and involvement programs that are part of core business activity of the Department.
 - Implement the Good Neighbour Policy.
 - Develop the Healthy Parks, Healthy People program to promote the health benefits of visiting parks and the importance of maintaining a healthy and well-managed network of protected areas.
 - Plan and provide for people with disabilities and from different cultural/ethnic groups so that everyone in the community can gain access to, use and enjoy the facilities, services and programs of the Department.
 - Develop a workforce that reflects the diversity of the community.

- 3.4 Increase involvement of traditional owners in managing conservation lands and waters, biodiversity and 'country'.
 - Provide opportunities for joint management, training and employment and other meaningful involvement of indigenous people in the management of natural areas and wildlife and in the protection of areas and features of cultural value.
- 3.5 Partner with other agencies and groups with similar interests.
 - Establish strategic alliances with key stakeholders in the conservation, natural resource and recreational sectors.
 - Work to increase resources available for conservation.
- 3.6 Promote a customer focus.
 - Continually improve the Department's customer focus policies, procedures and performance.

4. Improving the way we do business

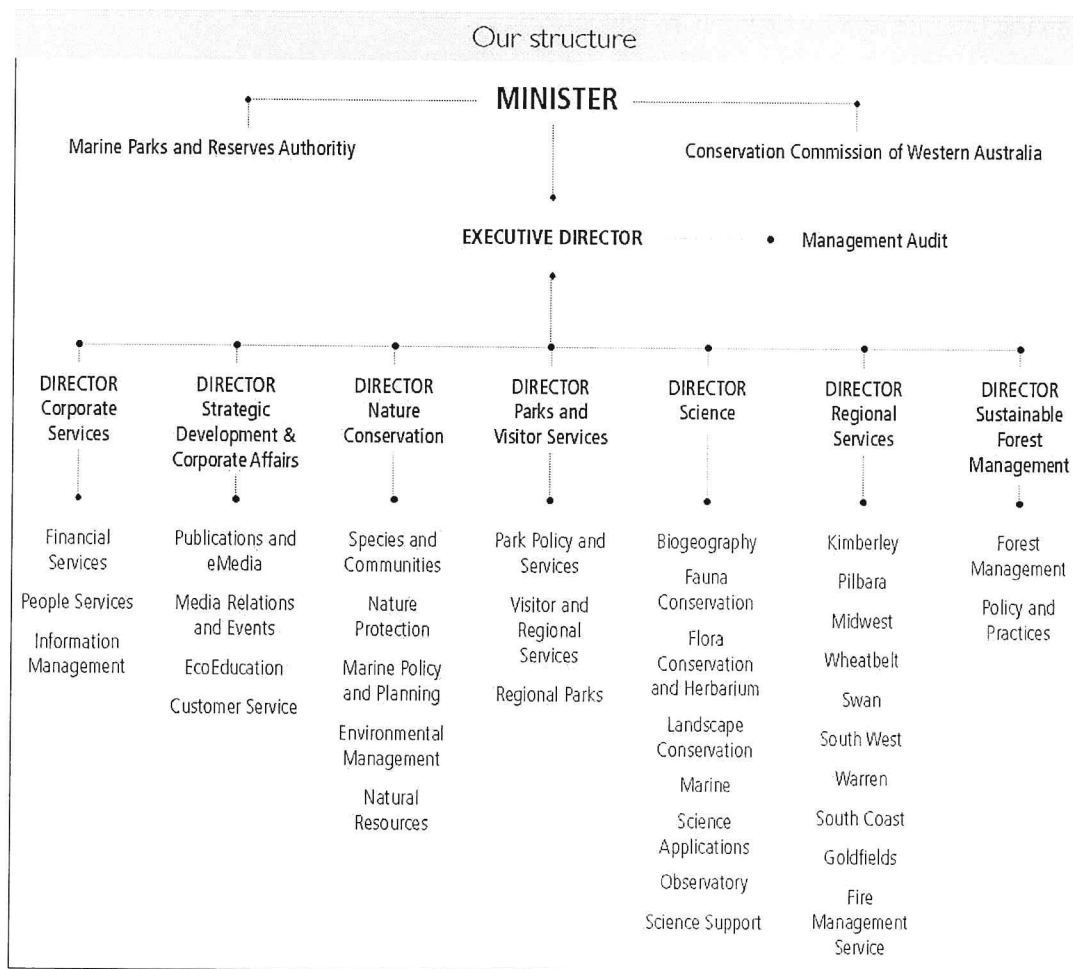
Objective

To foster a positive work culture of trust, continuous improvement and anticipation of biodiversity conservation issues and customer needs, and deliver core business activities in the most effective and efficient manner.

Strategies

- 4.1 Develop and maintain sound internal communications.
 - Promote timely, open and two-way communication with staff on subjects important to them and to the Department.
 - Continually seek to improve internal communications.
- 4.2 Manage and support employees effectively.
 - Match employee resources to the Department's present and future requirements, provide professional development in priority areas, and provide for employee feedback and recognition.
 - Support employees with sound training, safety and support programs and career development opportunities.
 - Delegate authority, responsibility and accountability as close as possible to where the major part of the work is performed.
 - Promote continual improvement, teamwork and flexibility.
 - Conduct regular internal communication and organisational climate monitoring and evaluation.
- 4.3 Develop and improve knowledge and information-sharing.
 - Adopt and use new technology wisely.
 - Continually seek to improve corporate information.
- 4.4 Focus scientific research programs on high priority issues.
 - Carry out scientific research that addresses issues of high priority.
 - Develop and maintain close working partnerships between the Department's scientists and operational groups, and with external research organisations.
- 4.5 Ensure management is based on sound science.
 - Transfer advances in knowledge and science into management operations.
 - Ensure scientific principles and facts form the basis of biodiversity conservation and management of CALM Act lands and waters.

- 4.6 Focus the Department's resources on strategically important areas.
- Align budgets to strategic planning priorities and processes.
 - Use a Service Purchaser Provider model for the allocation of resources to priority work areas.
- 4.7 Commit to sustainability principles.
- Minimise the Department's impact on the environment in terms of energy and water use, and in terms of greenhouse gas emissions.
 - Maximise recycling of paper and other materials.
- 4.8 Monitor our performance and identify areas where we can improve.
- Assess our performance against best practice benchmarks.
 - Build leadership and management capacity within the organisation.



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