

DEPARTMENT OF CONSERVATION

PLANNING WORKSHOP

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RECORD OF IDEAS GENERATED

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KEY ISSUES (Not prioritised)

Internal

- stronger definition of role within community
- resourcing
 - impact of decline in funds
 - loss of skills/knowledge
 - impact for producer/supplier model
 - prioritise use of resources
 - ◆ reallocation of resources
 - ◆ prioritise projects within context of regional model
- define and focus on core business
- defining role of department - conservation and biodiversity
- definition of custodial role in lands that we manage
- remain flexible - accept other requests and roles
- managing within internal and external political environment
- role of department in forest management - relationship with FPC?
- forming new identity/structure/morale/operational aspects
- maintain/value role of science as backbone of decisions
- managing/communicating change to ensure staff support
- aligning corporate culture with core business
- develop the model to ensure everything happens on the ground
- corporate structure
 - divisional/regional structure to achieve corporate priorities
 - program versus area management
- balance between nature conservation values and resource requirements
- dealing with loss of integration - definition of core functions including fire
- how to best focus on core business of conservation and not be distracted by fire management and FPC
- recognise staff's whole of life commitment to CALM - not just a job
- are we focused sufficiently on the outputs?
- threat of taking on too much from other allied Government agencies - learning to say no!
- maintain current high standards
- staffing
 - managing people demographics (gender, skills and location)
 - develop and recruit good people to meet corporate objectives
 - allocation and development of human resources to meet priorities
- re-establish appropriate procedures and policies
- managing cultural change
- improve organisational efficiency in the organisation and consistency of tools/methods
- the program title "Recreation and Tourism" does not reflect the true nature of the work done, and that "Visitor Services" is a more appropriate title.

KEY ISSUES

External

- communicate role with the community
- building the trust with the community
- manage tensions with controlling bodies and other departments
- improve public's understanding of the role of the department as opposed to the government
- define relationship with commercial world - what sort of entrepreneurial spirit?
- definition of the custodial role of the lands we manage
- build community and government support to ensure necessary resources
- manage within the external political environment
- work and do business with other stakeholders including federal and state organisations
- marketing the role of science as underpinning decisions
- manage and communicate change with external organisations - we have to maintain effective communication
- community understands and accepts the change (to two departments)
- maintain bipartisan support so we can get on with our business
- integrating community stakeholders' involvement in the department
- cope with increased scale of development and increased impact
- manage relationships with local communities and the larger (turbulent) state environment
- incorporate joint management with traditional indigenous owners - incorporate off-reserve management and biodiversity
- how to come to grips with NRM and regional strategic groups
- how to make our priorities, Government priorities
- link corporate goals to human needs
- develop relationship with the new Conservation Commission

VALUES

(Prioritised -- numbers indicate votes given for each value)

Definition used: *Values are fundamental beliefs that describe how we go about our business. They guide day-to-day behaviour and are embodied in the Department's culture.*

The following list doesn't include anything on environmental values.

Priority	Topic	Voting Score
1	Department is collaborative, consultative & inclusive; cooperative; communicative; teamwork; enjoyment; support from each other;	37
2	Knowledgeable; technical competence; informed; science knowledge underpins decisions; seek and share knowledge	34
3	Honesty and integrity	33
4	Commitment; strive for excellence; enthusiasm; commitment to outcomes; dedicated; commitment to the task and to each other;	26
5	Equity; fair and balanced	20
6	Accountability; openness; transparency	13
7	Compassion & empathy; caring; valuing people and taking their interests into consideration in all decision-making	12
8	Efficient/effective	11
8	Creativity/innovation	11
10	Professional	9
11	Pride and belief in the work we do	8
12	Humour	6
13	Loyalty; respect; commitment to each other; mutual support; team spirit	5
14	Pragmatic; wise use of resources	4
15	Ethical	3
15	Courage	3
17	Public appreciation and involvement	2
18	Critical of self; review	1
18	Environmental concern; belief in the import of maintaining nature and natural systems for supporting all life	1
18	Consistency	1
18	Truthful	1
18	Constructive and altruistic	1
	Safety for staff and visitors	
	Accessibility and availability	
	Customer focus	
	Timeliness	
	Mechanisms to recognise threatening processes and implement effective management	

GUIDING PRINCIPLES

(Prioritised -- numbers indicate votes given for each guiding principle)

Definition used: *Principles define the way the Department conducts its business. They are fundamental truths that underpin all decision making in the Department.*

Priority	Topic	Voting Score
1	Support ESM; apply ESD principles; conservation of natural diversity	38
2	Value and respect for people; support the development of our staff; be passionate about people; staff are valued; care and respect for people; people are primary asset/investment; people are part of the environment; people above "things" as the heart of the organisation; empower and keep own staff well informed; delegation and empowerment	26
3	Community involvement and participation; listen to the community; consultation and explanation/justification of decisions; consultative; facilitate community involvement in conservation	24
4	Encourage teamwork, collaboration and partnerships; leadership; leadership for setting standards in land management (on and off Department estate)	19
5	Professionalism	15
6	Managing for balance of all interests	14
6	Integration of knowledge and values in decisions; aim to embrace all the appropriate objectives in any action	14
8	Fairness and equity; inter-generation equity; equity, fairness competition to commercial dealings and regulation	11
9	Decisions based on up-to-date and sound science and information; scientifically-based decisions; sound knowledge; knowledge based (objective); decision making to be based on scientific integrity, rather than expediency or emotion; decisions based on good information and research	10
10	Pre-cautionary approach	9
11	Openness and accountability in what we do; receptiveness	7
12	Commitment to communicate; ensuring effective communication between functional and operation levels	5
12	Responsive to the needs of customers; customer focus; customer service	5
14	Efficient and effective; continuously improve processes; KISS; achieve effective and efficient delivery of service; value for money; value for investment dollar	3
14	Good planning, proactive management; we will drive the department through planning -- a considered approach	3
16	Providing appropriate access for the enjoyment and use of the community	2

16	We will be guided by the need to maintain the diversity and abundance of native species and their habits throughout WA	2
16	User pays principle; users of environment and resources pay fair value for use and exercise care and consideration of all living beings and processes	2
16	Foster innovation (R&D) to improve performance; entrepreneurial; enterprising organisation and managers	2
16	Outcome oriented	2
16	Gaining trust of Parliament and people	2
22	No extinguishment of SPP caused by humans	1
22	Flexibility	1
22	Quality of service	1
22	Shared stewardship; shared responsibility for management of resources	1
22	Policies/interests of Government and Minister	1
22	Management of risks	1
	Diminish threats and enhance areas conservation values	
	Biophilia (love of life)	
	Managing environment at appropriate spatial and temporal scales	
	To embrace the necessity for volunteer activity	

KEY RESULT AREAS

(Prioritised -- numbers indicate votes given for each key result area)

Definition used: *They define the primary or core results we aim to achieve over the life of the corporate plan to meet our mission.*

The following list doesn't include anything on production from woody plants.

Priority	Topic	Voting Score
1	Maintain biological diversity; protection, conservation, restoration of a full range of biological and physical diversity, native to WA; prioritise threats to biodiversity; ensure no loss of biodiversity of State; implementation of strategies to reduce or remediate biodiversity threats; conserve an adequate sample of WA's biodiversity; protect the environment	50
2	Delivering enjoyable experiences for community visitors; facilitate public visitation to CALM estates; sustainable public enjoyment of the natural environment; provision of sustainable visitor services; quality experiences; allow people to recreate/experience the environment; enriched visitor experience	44
3	CAR reserve systems in WA (marine and terrestrial); ESD of resources under Department's care; recovery plans for WA's threatened species and communities <i>(It was suggested that this point could be included with the biological diversity KRA, at priority 1)</i>	28
4	Ecologically sustainable management; ecologically sustainable forest management; ensure use of bioresources is sustainable; achieving sustainable use and management of living natural resources; healthy well-managed indigenous plants, animals and ecological processes in natural habitats throughout the State; sustainable use of biota and abiota; conserve native biodiversity	23
5	Building and maintaining effective relationships and mutual understanding(consultative and cooperative); community support for Department's objectives and strategies; increased community support; supportive public stakeholders; facilitating access, enjoyment and appreciation of WA's natural environments; promoting off-reserve nature conservation; achieving increased community understanding of biodiversity; increased public knowledge and appreciation of the natural environment; increased public awareness of conservation issues and support for Department's activities; community acceptance and approval of our activities; heightened knowledge of ecological processes; understanding and support for land management	19
6	Creating the people edge - viewing staff as the heart of the department and not a resource; job satisfaction; a talented, creative and satisfied workforce	13
7	Protect property, people and wildlife (disease & fire); a secure community adjoining out estate (fire)	9

7	Satisfaction of FPC's needs and requirements	9
9	Customer satisfaction; involved and satisfied public (customers)	7
10	R&D for woody plants that integrate conservation and economics	6
11	To increase facilitation or leadership role in community on conservation; recognition as leaders in conservation; provide leadership and guidance for the nature based and ecologically sustainable tourism industry	4
12	Value for money; fiscal responsibility; responsive and adaptive department -- achieve Department's goals through innovative and responsive programs and staff	3
12	Improving community respect for 'land'; increasing use and appreciation of natural areas and facilities	3
14	Provide a basis for organise evolution to continue in WA biota	2
14	Landscape rehabilitation; water quality and quantity; enhanced reservation and management of marine values	2
14	Produce quality and relevant science	2
14	Enable hunting by traditional owners	2
18	Bipartisan political support	1
18	Legislative compliance	1
	Communication of all conservation outcomes; successful and unsuccessful	
	Enhance commercial investment on CALM estate	
	Sustaining social, economic and recreational benefits consistent with a naturally diverse and healthy environment	
	Marketing/selling our achievements to the community	
	Visitor safety	
	Astronomy services	
	Reduce expenditure to revenue ratio for visits to CALM land	
	All WA species identified and named	

DRAFT VISION AND MISSION STATEMENTS

Written at each table at the end of the planning day.

Vision

An environment that is naturally diverse and healthy and enriches people's lives.

Mission

We provide leadership and foster stewardship in conserving and managing WA's native plants and animal, and the lands, waters and resources entrusted to us to ensure healthy ecosystems, biological diversity and economic well-being for present and future generations.

Vision

A sustainable natural environment providing amenity to current and future generations.

Mission

To conserve the state's biological diversity and to sustainably manage natural resources in partnership with the community for material and spiritual benefit.

Vision

Our vision is for sharing sustainably managed natural landscapes for people and wildlife providing human needs.

Mission

We conserve and sustainably manage WA's biodiversity and land, waters and resources entrusted to us for the benefit of present and future generations.

Vision

Sustainably managing our state's land, water, wildlife and landscapes for the benefit and enjoyment of the community and with their support.

Mission

In partnership with the community, conserve the state's biodiversity and achieve an optimum range of benefits from the sustainable management of resources vested in the Conservation Commission.

Vision

The Department of Conservation achieves world's best practice in the conservation of WA's unique biodiversity.

(the vision is written in a style that draws people internally and externally to a desired outcome)

Mission

Working with the community to manage (and conserve) Western Australia's natural and cultural diversity for the benefit of current and future generations.

Vision

Our vision is where WA's rich biodiversity is secure and enjoyed.
(reach for the stars)

Mission

To ensure that the plants, animals and ecosystems of WA, and the lands and waters entrusted to our care, are conserved (and managed) and can be enjoyed by present and future generations.

Vision

WA's biodiversity sustainably managed with the community for the benefit and appreciation of this and future generations.

Mission

We conserve and manage WA's biota and the lands, waters and resources entrusted to our care for the benefit of present and future generations using ecologically sustainable management principles.

PARKING LOT

- clarify KRAs, because some things are missing;
for example woody production area needs to be captured; fire
- what are KRAs and what are the strategies to achieve them, as the KRAs from this session appear to be a mix of both
- how do the KRAs for this organisation, relate to the FPC?