

DEPARTMENT OF CONSERVATION

PLANNING WORKSHOP

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RECORD OF IDEAS GENERATED

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REVIEW OF DRAFT DOCUMENT-- ISSUES FLAGGED

Table A

- Use of word "customers" -- alternatives could be citizens, community, people or clients
- Cultural values -- gap
- Environment = natural environment?
- Diversity = natural? Biological?
- Values -- incorporate scientific underpinning
- Principles -- elevate and enhance scientific underpinning
- Overlap of principles and values -- service delivery values best as guiding principles
- Legislative basis for Department's role -- is this a given or does it need to be explicit?

Table B

- Natural diversity should be 'biological diversity'
- Need to separate 'biodiversity conservation' from 'ESD'
- Need to "determine" the community's needs

Table C

Tests for a vision and how vision statement rates:

1. Should be the fundamental reason for existence that guides and inspires -- vision statement doesn't meet this
2. Perpetual driving star on the horizon that's never reached -- 1/2 point
3. Flexible enough to remain intact for 100 years -- yes
4. Not confused with business strategies -- yes

Further comments on the vision:

- Not inspiring enough - makes us observers
- Too easy to eat breakfast
- Not challenging enough with 'maintaining' vs 'enhancing'
- Reads/sounds clunky/syntax
- Removed - remote- impersonal
- We believe it is for us
- "The environment is maintaining" -- seems very passive. Where's our role? Where's the people?
- Is impossible to measure as satisfying is impossible to reach

Flagging

- KRA -- agree but only okay if we can measure them and test them.
- Our concern -- needs dot point that indicates what we're measuring; and needs a definition for key words. Put our axe in the sand. Set the stage.
- Too many principles -- pare down.
- Add as an operating principle -- availability of information that we produce eg. tree breeding, genetics, plantations

- Add as a value -- being open about how we do business. Our role is to facilitate, not to compete.

Table D

- Mission statement needs to better encapsulate that nature has both intrinsic and natural resource values and we must manage for both.

Re values:

- The term 'community' is more appropriate than 'customers'
- Include some recognition of needs of future generations at this level

Table E

- Balance too heavily social/human. Should be shifted more towards environmental purposes (which are now too compressed)
- Much of what is written could be generic to any organisation.
- Needs to look more outward and recognise much of our work is part of a national and global conservation/vic service effort/responsibility
- Does not seem to give sufficient guidance to key 'customers' eg. FPC

Re KRAs:

- Some eg. natural diversity, not measurable
- Others are possibly more peripheral, eg. community benefits

Table F

- Draft needs work, especially the vision (eg. conservation should be in the vision)
- Link it to outcomes -- which we don't know yet
- What's distinct about it for the Department of Conservation?
- Values talk about how, not what
- KRAs are what, and need to be how
- Cross check wording to make sure misunderstanding is reduced

DEVELOPMENT OF OBJECTIVES AND STRATEGIES FOR EACH KEY RESULT AREA

Table G

KRA 1: Natural Diversity

NATURE CONSERVATION	
<i>Objectives</i>	<i>Strategies</i>
Increase reserves (CAR)	
Increase off-reserve management	Through special recovery
Threatening processes	
Knowledge/research	Research
Scientific base	
Enlist community support	Volunteers
Legislation	State/Federal
Strong partnerships	With CC and other Govt agencies
Shifting focus for resourcing	Funding sources
Add in marine flavour	
Co-management (with other output areas)	
Regulation/enforcement	
Audit role	

SUSTAINABLE FOREST MANAGEMENT	
<i>Objectives</i>	<i>Strategies</i>
RFA	
Montreal	
ISO PCP001 (?)	
IFMS	Forest check
Scientific base (single system across all 3 areas)	
Building bridges with EPA & CC	
Strong partnerships	Management plans; database Farm Forestry
Shifting focus for resourcing	Production forests
Co-management (with other output areas)	Forest reserves
Regulation/enforcement	
Audit role	

RECREATION & VISITOR SERVICES	
<i>Objectives</i>	<i>Strategies</i>
Planning	Site design
	Interpretation
	Volunteers
	Partnerships

	Comm. Licenses
Scientific base (single system across all 3 areas)	
Strong partnerships	
Shifting focus for resourcing	
Co-management (with other output areas)	
Regulation/enforcement	
Audit role	

KRA 2: Sustainable Community Benefits

NATURE CONSERVATION	
<i>Objectives</i>	<i>Strategies</i>
Education	Nature based recreational opportunities; Interpretation
Water quality	Forest management plans, Salinity management
Landscape quality	Comprehensive res. system
Protection programs	
Sustainable timber harvesting	Integrated planning process
Employment and employment facilitation	
Spiritual renewal	
Community involvement & empowerment	Community consultation; Management plans; Employment programs; Volunteer programs; prisoner programs
Prioritisation	
Cultural experiences	
Leadership	Specific programs off reserves
Aboriginal (traditional owner) involvement	Native title; MOUs

SUSTAINABLE FOREST MANAGEMENT	
<i>Objectives</i>	<i>Strategies</i>
Education	
Water quality	Forest management plans, Salinity management
Landscape quality	
Protection programs	Fire debate, Western Shield etc
Sustainable timber harvesting	FMAL (?), Plantation R&D; Integrated planning process
Employment and employment facilitation	
Spiritual renewal	Heads!
Community involvement & empowerment	Community consultation; Management plans; Employment programs; Volunteer programs; prisoner programs
Prioritisation	
Cultural experiences	

Aboriginal (traditional owner) involvement	
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RECREATION & VISITOR SERVICES	
<i>Objectives</i>	<i>Strategies</i>
Education	Nature based recreational opportunities; Interpretation
Water quality	Forest management plans, Salinity management
Landscape quality	Landscape managers
Protection programs	Eco-tourism
Sustainable timber harvesting	Integrated planning process
Employment and employment facilitation	Rangers & commercial operators
Spiritual renewal	
Community involvement & empowerment	Community consultation; Management plans; Employment programs; Volunteer programs; prisoner programs
Prioritisation	
Cultural experiences	
Leadership	Aboriginal tourism unit
Aboriginal (traditional owner) involvement	

KRA 3: Community involvement and support

- Strategic PR program
- School curriculum
- Field-based ecology courses
- Accessible (internet) databases
- Video/publications/TV documentaries/radio
- Recognition/acknowledgement/reward programs
- Landscape expeditions
- Bushrangers/youth programs
- Utilise cyber technology
- Management plans/planning processes
- Workshops
- Volunteers
- Training for DC staff
- Feedback

Table H

- Concentrated on first 2 KRAs. Agreed that 4th KRA is not a KRA and should be elsewhere.
- As currently drafted, the first two KRAs do not reflect the 3 outputs sufficiently -- leave it to the drafting group.
- Important to recognise that what is achievable varies in different parts of the State eg. not possible to restore full range of diversity in some areas such as the wheat belt, SCP and probably the Nullabor.
- To get measurable KRAs, may need to define by IBRA and IMCRA regions
- Got bogged down for a while in how to achieve, ie. strategies. Noted that Department has already set up procedures to define outputs and services and negotiate delivery.
- Desired to see how well Sustainable Forest Management fitted into current KRAs and again it needs modification -- 2nd KRA insufficient.
 - Provide opportunities for consumptive and productive use of elements of biodiversity and allowing for future opportunities. Includes intentions in relation to logging and regeneration.
 - R&D woody crops -- in relation to conservation need such as salinity abatement -- not as a goal in itself.

KRA 3: Community support

- Sustainable use of biodiversity is not included and should be.
- Community support/community demand
- Translating support into action
- Benefit of Wally providing description of interactions and responsibilities of FPC. DC, CC and EPA. Everyone should get this.

Table I

KRA 1: Natural diversity

What

- Accept the "what" in the CALM corporate plan (modified in order)
- Modify as follows:
 - Add 'protection and management' of on estate values
 - Include science/R&D in the primary statements
 - Add 'Manage access for sustainable/consumptive use of wildlife/resources (part of conserving "wise use" but hidden)
- Highlight marine conservation to provide emphasis/priority eg. 'promote the role and benefits of marine conservation'. Add the words 'marine and terrestrial' where appropriate, with marine having priority.

How

- Accept "how" list from corporate plan under conservation and knowledge
- Plus -- list of services/activities

	What	How
NC	<ul style="list-style-type: none"> • Protect and conserve WA's biological diversity • Promote off reserve conservation • Establish terrestrial and marine conservation reserves • Attention to threatened species & ecological communities • Salinity • Improve legislation • Focus research towards management outcomes • Ensure management based on good science 	<ul style="list-style-type: none"> • Accept all existing "how to ..." plus those associated with "whats" imported into the Nature Conservation outputs, plus: • Biodiversity inventory • CAR Reserves System • Management of conservation reserves • Listing threatened species and ecological communities • Recovery of threatened species and communities • Amelioration of threats to biodiversity • Environmental Impact Assessment • Conservation outside reserves • Ecological sustainable utilisation of wildlife • Ecological sustainable management of wildlife • Develop and maintain up to date legislation • Administer legislative requirements and approvals • Community compliance and appreciation of legislation • Develop and maintain biodiversity conservation policies • Inter-departmental and inter-government relations • Resources for biodiversity conservation • Public understanding, appreciation and support for biodiversity conservation • Community involvement • Use of fire to protect and maintain biodiversity
RVS	<ul style="list-style-type: none"> • World-class nature-based recreation opportunity • Provide facilities • Ensure management based on good science 	<ul style="list-style-type: none"> • Establish facilities and services • Redevelop recreation areas • Develop partnerships • Conduct/access. Information • Transfer info to...

- Accept statements in CALM corporate plan for rec and tourism
- Modify as follows:
 - Delete reference to tourism, and CALM objectives
 - Add 'Management is based on sound science (from knowledge objective)'
 - Add reference to 'Wealth creating industries', only change 'promote' to 'provide for'.
- Issue -- Should protection of community assets from wildlife be part of the primary statements?

KRA 3: Community involvement and support

- Accept community support statements in CALM corporate plan
- Increase emphasis on community participation
- Modify 'customer focus' to 'quality service'
- Emphasise the gaining of support from key stakeholders as well as from the community

KRA 4: Organisational excellence

- Accept CALM people statements in current CALM corporate plan
- Add 'identify and nurture talent'
- Add 'Use better, different and more diverse approaches to achieve Departmental goals'
- Add 'Redefine and adapt all business activities and relationships to deliver core business and relationship outcomes in a more effective manner'.
- Add 'Foster a culture of trust, continuous improvement and anticipation of community needs.'

Note:

1. Current corporate plan states "Other normal programs will continue unabated" as a catch-all. The new strategic plan for DC must list all activities that will be carried out by DC.
2. Audience for strategic plan
 - Internal -- all staff
 - External -- Those parts of the community with whom we have relationships

Table J

KRA 1: Natural diversity

Issues to be considered:

- The term 'natural'
- Does biodiversity include both biological and physical diversity? Eg. landscape
- What about cultural diversity (or extra key area)?

Key areas:

- Knowledge -- define current; expand by priority; monitor -- feedback

- Threatened species and communities -- Prevent loss; restoration; reduce threats
- CAR reserve system -- Prevent loss; restoration; reduce threats
- Off reserve management processes (broadest sense) -- Prevent loss; restoration; reduce threats
- Management -- resources, legislation

How:

- As for sustainable benefits but slightly different emphasis to reflect the existence of natural conservation values across whole land and sea scape -- therefore greater emphasis on partnerships with other landholders etc

KRA 2: Sustainable community benefits

Issues:

- All-inclusiveness of wording (ie. vs generic)
- Involvement in decision-making included in 'community benefits'?

Key areas:

- Social benefits -- experiential, cultural, aesthetic -- measurable by satisfaction levels
- Economic -- timber, minerals, tourism, honey, drugs etc (consistent with KRA 1) - - measurable by \$\$ and level of community acceptability

How:

- Assessment of needs/expectations (base for measuring satisfaction etc)
- Monitoring and feedback leads to a dynamic system
- Subsequent evaluation and feedback (monitoring, feedback and reporting)
- Planning process with community participation
- Define ESD practice for each resource/landscape
- Implement management plans and procedures -- access to facilities; utilising resources; fire management and management of threatening processes
- Continue research and monitoring to build and maintain knowledge base
- Partnerships and alliances to enhance capacity
- Develop public awareness/empathy and public participation
- Ensure compliance with legislation, plans etc
- Look for new opportunities to use natural resources (on ESD basis)
- Provide quality advice to Government and other agencies on relevant issues
- Improve working relationships with communities and traditional owners (TOs)
- Provide organisational culture that supports objectives, procedures and principles

KRA 3: Community involvement and support

- Some elements relevant to KRA 2 eg. community empowerment, enrichment, education = social community benefits (remainder are process -- not KRAs)

KRA 4: Organisational excellence

- An institutional arrangement, not a KRA

Table K

KRA 1: Natural diversity

What to do:

- Geo/biological/landscape/natural/cultural/resource exotics processes
- Geo-sites/national monuments -- constituents and processes; relationship with Mines department
- Reserves systems
- Hierarchical framework for priority actions and identify gaps -- identify what and where; what processes maintain it; Changing processes which are significant; how manage changes; identify strategy and tactics
- Establish priorities
- Integration of actions -- community values; scientific analysis
- Delivery -- technology; resources; agreements

Systematic analysis for actions (How?)

- Community involvement
- Identify what and where of diversity -- processes; changes; priorities; geological context and perspectives of others (Aboriginals/others)
- How to manage = programs; landscape reserves and outside reserves
- Strategy of community support through partnerships and relationships -- Commonwealth for decision making 'new age' eg. bushcare (not plantations); politicians as advocates for resources
- Set achievable priorities (corporate statement of what we do and relative priorities)
- Monitor outcomes
- Off-reserve programs -- priorities; outcomes and processes

KRA 2: Sustainable community benefits

Note: Doesn't pick up sustainable use of wildlife

What we do/will do:

- Establish reserve system (representative strategic attraction)
- Promote values and corporation
- Prioritise actions between resource management and communication (setting boundaries)
- Establish assessment criteria (quantity/quality output)

How we do it:

- Information gathering
- Management planning process
- Integration of KRAs/programs/outputs
- Grab revenue and invest in sustaining asset
- Visitor management through:

- site design -- information/interpretation to minimise impact
- User pays (price covers management) -- 'market clearing price'
- Resource protection through fire management and product

Table L

KRA 1: Natural diversity

Note:

Terminology of natural diversity -- alternative to include biodiversity?

All the whats and hows interact

Parking lot: Education promotion as part of this KRA

What	How
Science and inventory has to be applied -- management perspective	Biological and physical survey Science of R&D Biological and physical processes
Conservation -- protection of biological and physical diversity	CAR Conservation outside reservations Management of reserves and biological processes on reserves Maintenance of estate
Managing threatening processes	Range of environmental protection measures -- disease, fire
Management of flora and fauna	Legislation Protection and enforcement Sustainable use of wildlife
National and international programs and obligations	Eg. World heritage RAMSAR, ESD, forest conventions
Planning processes and environmental assessment	Legislation (new reform) External and internal processes Ministry for Planning EPA Local government
Sustainable forest management (linked to all above)	Management planning Community consultation Regulation monitoring/audit
+ KRAs 3 & 4	Community consultation Education Promotion etc

KRA 2: Sustainable community benefits

What	How
Facilitate provision of forest products by: <ul style="list-style-type: none"> FPC (timber) DC (water, raw materials, public firewood) 	Forest management plans Area management plans MOU with other Government agencies and stakeholders Monitoring and reporting on compliance by FPC Protection of assets Maintenance of assets Reserve management Providing access to lands and waters
Recreation opportunities and experiences (visitor programs)	Site planning and development of facilities Partnerships Inventory - RATIS (?) Social research Interpretation
Cultural heritage	Inventory Monitoring Access (managed and appropriate) Clarify/understand law
Volunteer opportunities	Database -- matching with project and resources Valuable projects Resource requirements 7-day week commitment, leads to resource implications Recognition and acknowledgement
Community awareness and appreciation through to intellectual/spiritual values	Publications Education kits Interpretative displays Activity programs Schools CALMWeb/Naturebase CD Rom Audiovisuals
Community involvement	Partnerships (operators, leased facilities, sponsorships) Aboriginal people Volunteers Advisory Committees Management planning process Friends groups

Unresolved:

- Astronomical services
- Resources and services to the Conservation Commission