

**MARINE CONSERVATION BRANCH**  
**Nature Conservation Division**

**STRATEGIC PLAN**

**July 1997 - July 2002**

July 1997



Marine Conservation Branch  
Department of Conservation and Land Management  
47 Henry St  
Fremantle, Western Australia, 6160

## INTRODUCTION

In July 1994 the Minister for the Environment released a report entitled *A Representative Marine Reserve System for Western Australia*. This report was compiled by the Marine Parks and Reserves Selection Working Group and identified 70 areas in the coastal waters of Western Australia that were worthy of consideration for marine reservation under the Conservation and Land Management (CALM) Act. In November 1994 the Government of Western Australia released a document entitled *New Horizons in Marine Management* which provides the policy framework for the enhancement and management of the system of marine conservation reserves in Western Australia. In addition to reaffirming a commitment that "... the principal thrust of the (Government's) marine conservation effort will be to have one comprehensive system (of marine reserves) under the CALM Act" the *New Horizons* policy foreshadowed legislative changes to the CALM Act and strengthening of the Department of Conservation and Land Management in relation to marine conservation and management. The legislative changes were enacted in the Acts Amendment (Marine Reserves) Act 1997 and included the creation of a Marine Parks and Reserves Authority (MPRA), a Scientific Advisory Committee to the MPRA, the creation of a third category of marine reserve under the CALM Act termed *Marine Management Area*, revised statutory consultative protocols for creating marine conservation reserves in Western Australia and a clear framework for fishing, petroleum and mining activities in these reserves. A specialist Marine Conservation Branch was also established within CALM in 1996 to 'drive' the marine conservation program.

This document provides a broad strategic framework for the operation of the Marine Conservation Branch (MCB). A key element in any planning process is a reliable estimate of the level of resources that is likely to be available for the duration of a plan. In this instance this consists of the resources currently available, in terms of existing staff and budget within the Branch, resources external to the Branch but within CALM, and resources obtained from outside of CALM such as through external funding mechanisms and collaborative arrangements with other organizations. Appropriate staff and budget levels and internal and external relationships will take time to develop before these resources can be fully utilized in a strategic sense.

The major purpose of this plan is to outline the vision, mission and roles of the Marine Conservation Branch and identify the constraints, strategies and performance indicators in relation to achieving CALM's strategic objectives in the marine environment of Western Australia. As such this plan will also provide the strategic basis for the development of annual business plans of the Marine Conservation Branch. The details of the strategic plan are as determined at 1 July 1997.

### 1. THE MISSION OF CALM

The mission of CALM is '*... to conserve and manage Western Australia's wildlife and the lands, waters and resources entrusted to the Department for the benefit of present and future generations.*'

On behalf of the people of Western Australia, CALM is responsible for the management of Western Australia's marine nature reserves, marine parks, national parks, nature reserves, conservation parks, State forests and timber reserves and all associated plants and animals. CALM is also responsible for conserving native plants and animals on lands and waters throughout the state outside of the reserve systems.

### 2. THE MARINE CONSERVATION BRANCH

The Marine Conservation Branch (MCB) is a specialist branch within the Nature Conservation Division (see Appendix I) and has a central role in relation to CALM's strategic objectives in the marine environment of Western Australia. The Branch was formed in April 1996 from the amalgamation of the former CALM Marine Unit and marine scientific staff transferred from the Department of Environmental Protection. The Branch moved to its current address within the Notre Dame University complex at Fremantle in May 1996.

### 3. VISION OF THE MARINE CONSERVATION BRANCH

To ensure the marine environment of Western Australia is conserved and managed on an ecologically sustainable basis for the benefit of present and future generations.

#### 4. MISSION OF THE MARINE CONSERVATION BRANCH

To establish a world-class system of representative marine conservation reserves in Western Australia and provide the highest quality professional service for the conservation, management and equitable use of the State's marine environment.

#### 5. ROLE OF THE MARINE CONSERVATION BRANCH

The roles of the Marine Conservation Branch are:

- **To 'drive' the marine reserve program**
  - via statutory consultative protocols with stakeholder groups and collaborative arrangements with CALM Regions.
- **To improve the scientific basis for the operational management of existing marine conservation reserves and marine flora and fauna outside the reserve system**
  - via strategic collaborations with State and Commonwealth Government research organizations, universities, industry and community groups and through cooperative arrangements with CALM's Branches and Regions.
- **To provide policy advice to the CALM Corporate Executive and Minister for the Environment and scientific and technical support to CALM's Branches and Regions**
  - via policy statements, advice and through scientific networks.
- **To assist the Marine Parks and Reserves Authority (MPRA) and the Marine Parks and Reserves Scientific Advisory Committee (MPSAC) to carry out their statutory functions**
  - via position papers, briefings and advice.
- **To co-ordinate, at a strategic level, marine activities within CALM**
  - via the collaborative development of procedures, protocols and guidelines with CALM's Branches and Regions.
- **To provide a strategic focus for liaison with CALM's clients in relation to marine nature conservation**
  - via representation on committees, working groups and professional associations and through informal liaison with client groups.

#### 6. RELATIONSHIP TO REGIONS, OTHER DIVISIONS AND BRANCHES IN CALM

Although the Marine Conservation Branch has a central role in relation to CALM's marine responsibilities, the coastal Regions, other Divisions and Branches of CALM also have specific roles in relation to CALM's activities in the marine environment. The following section provides a brief description of the interaction of the MCB with these other areas of CALM.

- **Regions** are responsible for the operational management of CALM-managed marine estate and marine flora and fauna outside the reserve system. The role of the MCB, in relation to these activities, is to facilitate policy, technical and operational coherence across Regions in relation to CALM's marine operational management throughout Western Australia. Regions also have a key role to play in relation to proposals for additional marine conservation reserves.
- **Environmental Protection Branch** co-ordinates CALM's submissions to the Environmental Protection Authority in relation to the environmental assessment of development proposals and assesses the potential environmental impact of various activities, particularly mining and petroleum, in relation to CALM's statutory responsibilities. The MCB role in this process is to provide scientific/technical support on an 'as needs' basis.
- **Wildlife Branch** administers and oversees enforcement of the *Wildlife Conservation Act 1950* in respect to marine flora and fauna and the MCB role in this process is to provide scientific/technical support on an 'as needs' basis and to facilitate policy and technical coherence regarding the roles of the two branches in relation to the establishment and management of marine conservation reserves and the conservation and management of marine flora and fauna.
- **Planning and Visitor Service Branch** is responsible for coordinating the formulation of management plans for CALM-managed lands and waters. The role of the MCB is, in collaboration with the PVS, to facilitate policy and technical coherence of CALM marine area management plans for different parts of Western

Australia. The MCB also has a central role, with the PVSB and Regions, in formulating marine area management plans.

- **Parks Policy & Tourism Branch** facilitates recreational and tourism activities in CALM-managed estate consistent with CALM's statutory responsibilities. The MCB role in this process is to provide scientific/technical support on an 'as needs' basis and to facilitate policy and technical coherence regarding the roles of the two branches.
- Other Divisions (eg CALM *Science* and **Corporate Relations Division**) and Branches (eg **Information Management Branch, Human Resources Branch**) have broad service delivery responsibilities across CALM. The MCB seeks the services these areas provide as required for the establishment and management of the marine conservation reserve system and the conservation and management of marine flora and fauna. The MCB also provides scientific/technical support on an 'as needs' basis and facilitates policy and technical coherence regarding the roles of the MCB and these Divisions and Branches in relation to the establishment and management of the marine conservation reserve system and the conservation and management of marine flora and fauna.

## 7. MARINE CONSERVATION BRANCH STRUCTURE

The four main functions of the Marine Conservation Branch are:

- ADMINISTRATION
- MARINE RESERVE IMPLEMENTATION
- MARINE MANAGEMENT SUPPORT
- MARINE POLICY & CO-ORDINATION

The Branch is sub-divided into four main Sections based on the above functions and each section is further divided into Portfolios (see Appendix II). The staff currently consists of a Manager, an Administrative Assistant, four full-time professional positions, a full-time externally-funded professional position on secondment from CALM's Information Management Branch, two contract full-time professional positions and two contract technical positions. Three full-time professional positions are currently vacant. Relevant staff details are outlined in Section 13.

## 8. ADMINISTRATION

This function focuses on the human resource needs and financial administration of the Branch. The budget allocated to this function represents the **non-discretionary** component of the MCB budget and includes items such as salaries, rent, cleaning, professional development, training, maintenance and equipment replacement.

The effective management of the human resources of the Branch is the most important aspect of this Strategic Plan. A clearly articulated Branch vision and roles, properly balanced staff profile and workloads, clear and agreed expectations between the Manager and staff as well as the appropriate level of staff training and professional development is integral to effective human resource management. This, in turn, is critical to ensuring the necessary level of staff stability over the time-frames required to achieve significant progress in relation to CALM's strategic goals in the marine environment of Western Australia.

### 8.1 Goal

*To provide effective human resource management and accountable financial administration of the Marine Conservation Branch.*

### 8.2 Constraints

#### Human Resource Management

- The lack of a clearly enunciated strategic direction for the MCB
- The lack of a clearly defined career structure for MCB staff
- The lack of clearly defined and agreed expectations between Manager and MCB staff
- Lack of tenure of some MCB staff
- Unbalanced branch structure resulting in inequities in workload
- Lack of a formal training and professional development plan

### Financial Administration

- The difficulty in obtaining budget Progress Reports easily
- Excessive workload of the Administrative Assistant
- Limited understanding by MCB staff of administrative procedures and their responsibilities in relation to financial administration of the MCB
- Cumbersome filing system

### 8.3 Strategies

<u>Human Resource Management</u>		<i>Priority</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>
8.3.1	Develop and implement a Strategic Plan	H	•••	••••••••	••••••••	••••••••	••••••••	•••
8.3.2	Complete Branch Job Description Forms	H		•••	•••			
8.3.3	Develop annual business (works) plans	H	*	*	*	*	*	*
8.3.4	Develop and implement staff Performance Management Agreements	H	*	*	*	*	*	*
8.3.5	Develop and implement mechanisms to ensure good internal Branch communication	H	•••	••••••••	••••••••	••••••••	••••••••	•••
8.3.6	Annually quantify and reconcile workloads among MCB staff	H	*	*	*	*	*	*
8.3.7	Determine, with the Corporate Executive, a minimum permanent staff capability for the MCB	H		•••	•••			
8.3.8	Develop a formal training and professional development plan for MCB staff with assistance from Human Resources Branch	M		•••	•••			

<u>Financial Administration</u>		<i>Priority</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>
8.3.9	Provide MCB staff with a JDF of the Administrative Assistant	H	*					
8.3.10	Provide MCB staff with access to guidelines and policies in relation to financial administration of the MCB	H	•••	••••••••	••••••~••••••	••••~••••••••	••••••••	•••
8.3.11	Develop better financial progress reporting procedures	H	•••					
8.3.12	Ensure external grants include administration costs	H	•••	••••••~••••••	••••••~••••••	••••••~••••••	••••••~••••••	•••
8.3.13	Request assistance from IMB in relation to establishing an 'improved' filing system	H	•••					

### 8.4 Performance Indicators

#### Human Resource Management

- 8.4.1 Strategic Plan for the MCB formulated and implemented
- 8.4.2 MCB Job Description Forms completed
- 8.4.3 Annual business plans developed and implemented
- 8.4.4 MCB staff Performance Management Agreement implemented
- 8.4.5 Regular Branch meetings established and regular meetings with individual staff initiated

- 8.4.6 MCB staff agree workload is shared equitably
- 8.4.7 A minimum permanent staff capability statement is completed and forwarded to the Corporate Executive
- 8.4.8 A formal training and professional development plan for MCB staff is developed and progressively implemented

#### Financial Administration

- 8.4.9 MCB staff understand the role of the Administrative Assistant
- 8.4.10 CALM Management Audit Branch report on MCB financial administration is satisfactory
- 8.4.11 Improved financial cost centre progress reporting procedures are in place
- 8.4.12 External grant applications include administration costs
- 8.4.13 An 'improved' filing system is established

## 9. MARINE RESERVE IMPLEMENTATION

This function services the statutory process of establishing marine conservation reserves under the CALM Act and is undertaken in close collaboration with the appropriate Regions. The process includes a public participation/education/awareness component, an assessment of the ecological and socio-economic (ie cultural) resources of proposed reserve areas, ecological and social surveys (if required) and a stakeholder advisory committee process to assist CALM in the determination of reserve purpose, indicative boundaries and management zonings through to the formulation of indicative management plans as required at the Notice of Intent (NOI) to reserve stage. Post-NOI processes include assessment of public submissions, etc through to reservation and, in collaboration with Regions, implementing reserve management plans.

### 9.1 Goal

*To 'drive' CALM's marine reserve implementation program with the objective of creating a world class system of representative multiple-use marine conservation reserves in Western Australia.*

### 9.2 Constraints

- Negative public perceptions in regard to CALM's philosophical position in relation to marine reserve implementation and management
- The need to more clearly define the roles of the MCB and the Regions in regard to the marine reserve implementation process
- Negative perceptions in some parts of the community regarding the value of marine conservation reserves in general
- Lack of a general community understanding of the marine reserve implementation process and its social implications
- A lack of clearly defined operational procedures for the implementation of the 'amended' marine reserve legislation
- The lack of a marine reserve implementation 'schedule'
- Lack of annual business plans
- The difficulty in reconciling annual budget time-scales with the multi-year marine reserve implementation process
- The public perception that the process of creating a marine conservation reserve, including the drafting of management plans and regulations, is extremely lengthy
- Limited vertical coherence of marine conservation 'functions' within CALM
- Public perception that CALM's role in marine management is largely a regulatory role
- Limited marine taxonomic expertise available within Western Australia
- Limited GIS modelling capability within CALM
- Limited capacity, in the short-term, to utilize resources from elsewhere in CALM
- The lack of a fully-developed marine Geographic Information System

9.3 Strategies

		Priority	1997	1998	1999	2000	2001	2002
9.3.1	Ensure CALM's philosophical position on marine conservation reserve management is widely communicated	H	•••••	•••••	•••••	•••••	•••••	•••••
9.3.2	Clearly define the respective roles of the MCB and Regions in the marine reserve implementation process	H	•••••	•••••				
9.3.3	Develop and facilitate community involvement in marine conservation through a community education program to illustrate the 'benefits' of marine conservation reserves	H	•••••	•••••	•••••	•••••	•••••	•••••
9.3.4	Develop and implement a community education program in relation to the 'new' marine reserve implementation process	H	•••••	•••••	•••••	•••••	•••••	•••••
9.3.5	Develop and communicate a clear set of operational procedures in relation to the marine reserve implementation consultative process	H	•••••	•••••	•••••	•••••	•••••	•••••
9.3.6	Develop an 'independent' decision-support system for marine conservation reserve planning	M		•••••	•••••			
9.3.7	Develop a framework to assist the MPRA to develop a marine reserve implementation 'schedule' for the next five years and beyond	H		•••••				
9.3.8	Develop annual business (works) plans	H	*	*	*	*	*	*
9.3.9	Develop and recommend, to the Corporate Executive, strategies to better reconcile objectives and available resources in relation to the marine reserve implementation program	H	•••••	•••••				
9.3.10	Develop and recommend to the CALM Corporate Executive ways to streamline the implementation of marine conservation reserves	M	•••••	•••••	•••••			
9.3.11	Develop, where appropriate, Memoranda of Understanding with external marine organizations (eg AIMS, EA, FWA, WA Museum)	M	•••••	•••••				
9.3.12	Develop an in-house survey and preliminary marine taxonomic capability within the MCB	H	•••••	•••••	•••••	•••••	•••••	•••••
9.3.13	Develop public participation programs to alter the perception that CALM's role in the management of marine conservation reserves is mainly a regulatory/enforcement role	M	•••••	•••••				

	<i>Priority</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>
9.3.14 Develop and recommend, to the CALM Corporate Executive, innovative ways to increase resources to the marine reserve implementation program	M	••••••••	••••••••	••••••••	••••••••	••••••••	••••••••
9.3.15 Where appropriate, develop Service Agreements with other CALM specialist service Branches (eg IMB)	M	••••••••	••••••••	••••••••			
9.3.16 Seek external funding to employ a marine Geographic Information Officer in the MCB until the end of the 1998/99 financial year and recommend to the CALM Corporate Executive that this position be continued and funded internally thereafter	H	••••••••	••••••••	••••••••			
9.3.17 Facilitate the timely delivery of marine conservation reserve management plans and regulations	H	••••••••	••••••••	••••••••	••••••••	••••••••	••••••••
9.3.18 Develop a more outcome based risk assessment approach to management plans	H	••••••••	••••••••	••••••••			

#### 9.4 Performance Indicators

- 9.4.1 CALM's philosophical position on marine reserves is routinely included in educational and community awareness/participation programs
- 9.4.2 A position paper that clearly defines the respective roles of the MCB and the Regions, in regard to the marine reserve implementation process, is developed and endorsed by the Director of Nature Conservation
- 9.4.3 A community education program in relation to the 'benefits' of the marine reserve program is developed and implemented
- 9.4.4 A community education program in relation to the 'new' marine reserve implementation process is developed and implemented
- 9.4.5 A clear set of operational procedures in relation to the marine reserve implementation consultative process is developed and communicated
- 9.4.6 An 'independent' decision support system is developed
- 9.4.7 A five year marine reserve implementation 'schedule' is developed and endorsed by the Corporate Executive
- 9.4.8 Annual business plans are developed and implemented
- 9.4.9 Strategies to better reconcile objectives and resources, in relation to the marine reserve implementation program, are developed and endorsed by the Corporate Executive
- 9.4.10 Strategies to streamline the implementation of marine reserves are developed and endorsed by the Corporate Executive
- 9.4.11 Memorandum of Understanding are developed with external marine organizations
- 9.4.12 In-house marine survey and preliminary taxonomic capabilities are progressively developed
- 9.4.13 Strategies to change the perception that CALM's major emphasis in the management of marine reserves is mainly a regulatory role are developed and implemented
- 9.4.14 Mechanisms to increase resources to the marine reserve implementation program are developed and endorsed by the Corporate Executive



- 9.4.15 Service Agreements with appropriate CALM specialist Branches are developed
- 9.4.16 A marine Geographic Information System capability exists within the MCB
- 9.4.17 Marine conservation reserve management plans and regulations are delivered on time
- 9.4.18 Management plans with a more outcome based risk assessment approach are developed

**10. MARINE MANAGEMENT SUPPORT**

This function services CALM's strategic goal of continually improving the technical and operational basis for managing Western Australian marine reserves and marine flora and fauna outside the reserve system. This function also acknowledges the link between the public perception of CALM's management of existing marine estate and the public support and, therefore, the political will to create new reserves. Strategic marine research and monitoring plans are needed to facilitate the long-term systematic acquisition of management-related scientific and social information that will provide an improved technical underpinning of CALM's operational management. These plans will also provide the basis to evaluate and prioritize external marine research projects seeking support from CALM. Strategic marine education and training plans are also needed to continually improve marine management skills and expertise of operational staff. This function will be undertaken in close collaboration with the appropriate Branches and Regions to ensure an appropriate balance exists between the information requirements of CALM's tactical (ie short-term) and strategic (ie long-term) needs/concerns.

**10.1 Goal**

*To improve the technical and operational basis of CALM's marine management, inside and outside of reserves, through the implementation of strategic applied research and monitoring programs*

**10.2 Constraints**

- Lack of annual business plans
- Limited funding mechanisms available to support long-term marine research and monitoring
- Limited understanding, within and external to CALM, of the MCB's role in marine research and monitoring
- Limited marine research capability within CALM
- Inadequate level of operational staff with appropriate marine management expertise
- Lack of formal mechanisms to integrate the current marine research effort within the scientific community of Western Australia
- Lack of strategic marine research frameworks to facilitate the prioritized, systematic acquisition of management-related scientific information
- The limited marine scientific facilities that exist in Western Australia outside the metropolitan area
- The limited marine operational support facilities that exist in Western Australia outside the metropolitan area
- The high cost of travel to and accommodation in areas of Western Australia distant from the metropolitan area
- Limited 'seed' money for collaborative projects

**10.3 Strategies**

		<i>Priority</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>
10.3.1	Develop annual business plans	H	*	*	*	*	*	*
10.3.2	Develop strategies to increase funding for applied marine research and monitoring	H	.....	.....	.....	.....	.....	.....
10.3.3	Develop strategies that increases awareness within CALM of the critical link between the public perception of CALM's management of existing marine conservation reserves and the creation of new reserves	H	.....	.....	.....			

*Priority 1997 1998 1999 2000 2001 2002*

10.3.4	Maintain an appropriate marine research capability within the MCB	H	•••	••••••••	••••••••	••••••••	••••••••	•••
10.3.5	Provide marine scientific, education and operational training to CALM Regional staff directly through workshops and, indirectly through collaborative projects	H	•••	••••••••	••••••••	••••••••	••••••••	•••
10.3.6	Develop a strategic framework in relation to the generic information requirements for marine management	H		•••				
10.3.7	Progressively develop and implement strategic research and monitoring plans for existing marine conservation reserves and for marine flora and fauna outside the reserve system, where appropriate	H	•••	••••••••	••••••••	••••~••••	••••••••	•••
10.3.8	Assist and, where appropriate, develop marine wildlife management programs	M	•••	••••~••••	••••••~••••	••••••~••••	••••••~••••	•••
10.3.9	Develop and implement mechanisms to facilitate better integration and co-ordination of marine research and monitoring programs currently undertaken by public and private organizations, universities and community groups	H	•••	••••~••••	••••••~••••	••••~••••	••••~••••	•••
10.3.10	Develop a list of post-graduate research topics for distribution to the Universities by 1 <sup>st</sup> September each year	M	*	*	*	*	*	*
10.3.11	Encourage and assist CALM's coastal Regions to establish accommodation and basic laboratory facilities for marine scientific programs	L	•••	••••~••••	••••~••••	••••~••••	••••~••••	•••
10.3.12	Co-ordinate the development of an adequate marine operational capability in CALM's coastal Regions	H	•••	••••~••••	••••~••~••	••••~••~••	••••~••~••	•••
10.3.13	Co-ordinate the development of an adequate level of marine scientific capability within CALM's coastal Regions	M	•••	••••~••~••	••••~••~••	••••~••~••	••••~••~••	•••
10.3.14	Encourage and assist CALM's coastal Regions to develop innovative funding mechanisms for marine management, research and monitoring	H	•••	••••~••~••	••••~••~••	••••~••~••	••••~••~••	•••

#### **10.4 Performance Indicators**

- 10.4.1 Annual business plans are developed and implemented
- 10.4.2 Funding for marine research and monitoring has increased
- 10.4.3 A position paper outlining the important link between the management of existing marine conservation reserves and the creation of new reserves is completed
- 10.4.4 Strategies outlining MCB's role in relation to marine research and monitoring are developed and implemented and an appropriate marine research capability exists within the MCB
- 10.4.5 Training programs are developed and progressively implemented
- 10.4.6 A position paper outlining the generic information requirements for marine conservation reserve management in Western Australia is completed
- 10.4.7 Strategic research and monitoring plans for existing marine conservation reserves and, where appropriate, for marine flora and fauna outside the reserve system, are progressively developed and implemented
- 10.4.8 Marine wildlife management programs are developed, where appropriate
- 10.4.9 Strategies to facilitate better integration and coordination of marine research and monitoring programs currently being conducted by public and private organizations, universities and community groups in Western Australia are developed and implemented
- 10.4.10 Post-graduate research projects in marine conservation reserves increase
- 10.4.11 Marine research facilities in the Regions are progressively developed
- 10.4.12 A review of CALM's marine operational capability, including recommendations to the CALM Corporate Executive, is completed
- 10.4.13 A review of CALM's marine scientific capability is completed and training programs implemented. Regional staff are routinely involved in field surveys. Marine management workshops are conducted for Regional staff
- 10.4.14 Funding for marine management, research and monitoring progressively increases

### **11. MARINE POLICY & CO-ORDINATION**

The delivery of high quality policy advice to the Corporate Executive, Minister for the Environment, MPRA and the MPRSAC and scientific and technical support to the Regions will be delivered through the development of appropriate expertise within the MCB and by establishing extensive external networks with universities, marine research organisations, marine management agencies, industry and community groups. Internal co-ordination of marine activities in CALM will be undertaken via direct consultation and liaison and through the collaborative development of procedures and protocols with CALM Branches and Regions. The MCB also provides a focus for external liaison in relation to marine conservation through representation on committees, working groups, professional associations and through informal liaison with client groups.

#### **11.1 Goal**

*To provide policy advice to the CALM Corporate Executive, Minister for the Environment, MPRA and the MPRSAC and scientific and technical support to CALM's Branches and Regions as well as undertaking a coordinating role in CALM's internal and external marine-related activities and responsibilities.*

#### **11.2 Constraints**

- The absence of well-developed professional networks by all MCB staff.
- The absence of formal internal and external coordinating mechanisms
- Inadequate communication pathways between the MCB and CALM Branches and Regions
- Inadequate consideration of Western Australian perspectives within national marine nature conservation initiatives
- Limited understanding of the MCB's role in marine policy formulation and strategic co-ordination of marine activities within CALM

### 11.3 Strategies

	Priority	1997	1998	1999	2000	2001	2002
11.3.1 Facilitate the development of extensive professional networks by MCB staff	H	.....	.....	.....	.....	.....	.....
11.3.2 Establish internal integrating mechanisms within CALM (eg Marine Coordinating Group).	H	.....	.....				
11.3.3 Establish external integrating mechanisms (eg Western Australian Remote Sensing Marine Working Group)	H	.....	.....				
11.3.4 Develop, and if appropriate, recommend to the CALM Corporate Executive, ways to improve vertical coherence of marine conservation 'functions' within CALM	H	.....	.....	.....	.....	.....	.....
11.3.5 Collaboratively develop guidelines and procedures with CALM's coastal Regions in relation to the strategic coordination of statewide operational issues	H	.....	.....	.....	.....	.....	.....
11.3.6 Develop strategies to improve communication between the MCB and CALM Branches and Regions and between the MCB and members of the MPRA	H	.....	.....				
11.3.7 Enhance CALM's profile in national marine nature conservation initiatives	M	.....	.....	.....	.....	.....	.....
11.3.8 Increase CALM's participation in national marine research strategic planning exercises	H	.....	.....	.....	.....	.....	.....

### 11.4 Performance Indicators

- 11.4.1 The timely provision of policy advice
- 11.4.2 Internal integrating mechanisms are established
- 11.4.3 External integrating mechanisms are established
- 11.4.4 Mechanisms to improve vertical coherence of marine conservation functions within CALM are developed, endorsed, if necessary, by Corporate Executive and implemented
- 11.4.5 MCB Newsletter/Home page established
- 11.4.6 Progressive development and implementation of guidelines and procedures
- 11.4.7 Increased national recognition of CALM's role in marine conservation and management
- 11.4.8 MCB staff participate in strategic planning sessions of national marine research organizations

## 12. STAFF

The level, position and qualifications of the staff of the Marine Conservation Branch are outlined below.

Level 8: Chris J Simpson - Manager

*B.App.Sc.(Biol); Grad.Dip.Nat.Res.(Marine); PhD*

Level 3: Stella King - *Administrative Assistant*

*Dip. Secretarial Studies; Dip. Public Admin.*

Level 2/4: Kevin Bancroft - *Marine Conservation Officer*

*B.Sc.(Hons) (Biol)*

Level 6: Jennie Cary - *Senior Marine Ecologist*

*B.App.Sc.(Biol); B.Sc.(Hons)*

Level 5: Jeremy Colman - *Marine Ecologist*

*B.Sc.(Hons) (Zool); PhD*

Level 6: Nick D'Adamo - *Oceanographer*

*B.Eng.(Civil); M.Eng.Sc.(Research)*

Level 2: Tim Daly - *Technical Officer*

*Assoc.Dip.App.Sc.(Marine); Cert. Trade Studies (Electrical); Master Class 5; AYF TL4 (Offshore)*

Level 6: Andrew Hill - *Marine Planning Officer*

*B.Sc.*

Level 2: Mike Lapwood - *Marine Operations Officer*

*USL Master Class 5; Advanced NASDS Diving Certificate*

Level 5: Ray Lawrie - *Data Management/Marine GIS*

*Dip. Cart.*

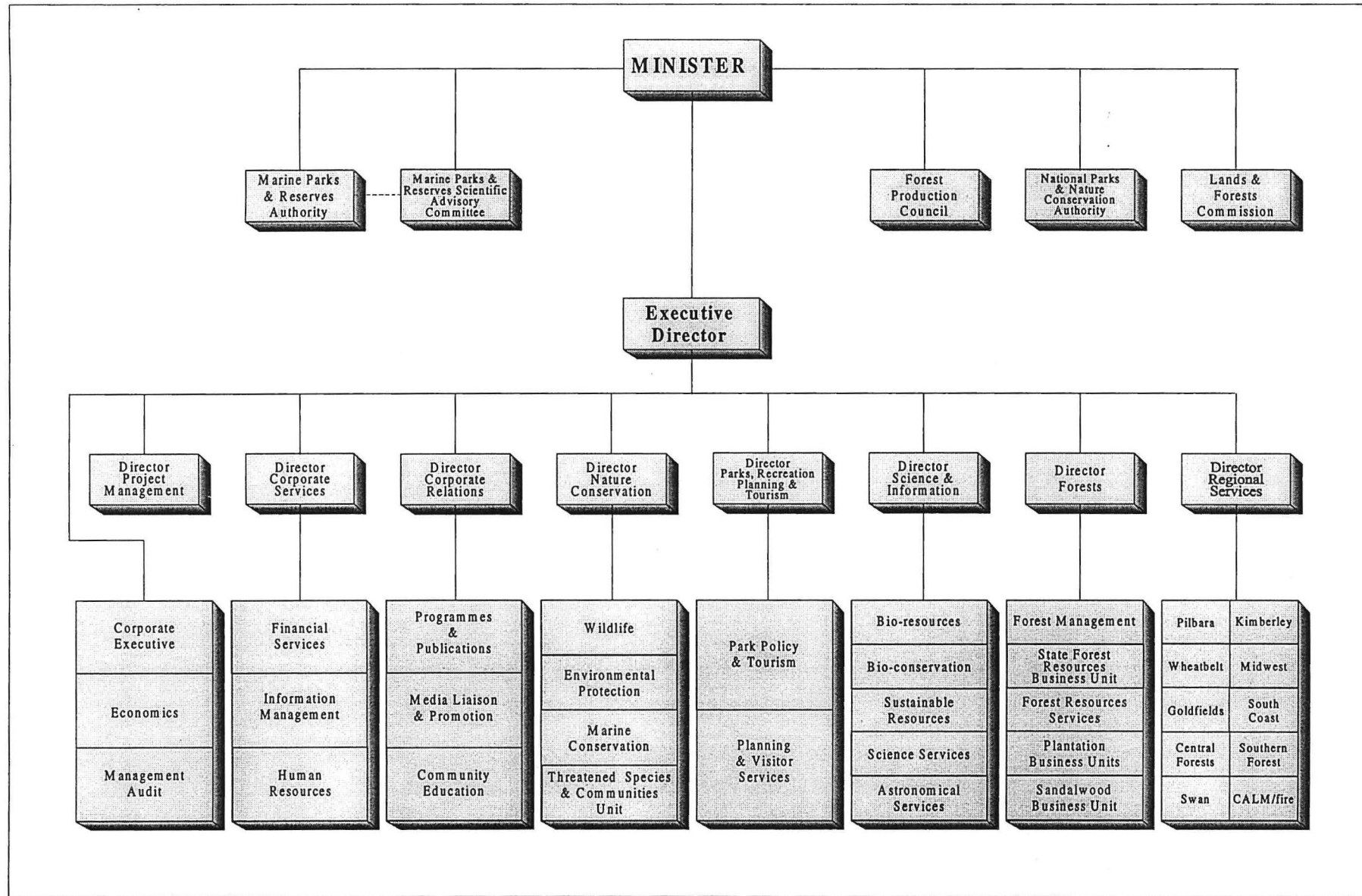
Level 5: Sue Osborne - *Public Participation &Community Education*

*B.Sc.(Hons); PhD*

Level 5: Vacant

Level 5: Vacant

Level 7: Vacant



APPENDIX I: ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT

