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Department of Biodiversity,
Conservation and Attractions

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Corporate Plan





OUR MISSION

We conserve and manage Western Australia's native plants and animals and the lands, waters and resources entrusted to CALM for the benefit of present and future generations.

OUR RESPONSIBILITIES

On behalf of the people of Western Australia, we manage over 20 million hectares or 7% of WA: its national parks, marine parks, conservation parks, regional parks, State forests and timber reserves, nature reserves, marine nature reserves, and also all associated forest produce, native plants and animals. CALM is also responsible for conserving native plants and animals throughout the State.

CALM is an agency with several integrated responsibilities. We manage lands and waters for their renewable resources, for the recreation and tourism they can support, and for the conservation of the native wildlife, both plant and animal, which they sustain.

CALM assists the CALM Act statutory bodies (National Parks and Nature Conservation Authority, Lands and Forest Commission, Forest Production Council, Marine Parks and Reserves Authority, and Marine Parks and Reserves Scientific Advisory Committee) to carry out their statutory functions.

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

OUR VALUES

In all our dealings we endeavour to behave with:

- **Honesty and Integrity**
By acting ethically and treating people fairly and with impartiality
- **Respect**
By acting professionally, courteously and sensitively, and maintaining confidentiality
- **Commitment**
By being responsible, accountable and dedicated in our work
- **Openness**
By having processes that are transparent and understandable
- **Loyalty**
By supporting each other and taking pride in what we do

And demonstrate:

- **Environmental Care**
By managing for sustainability and social equity
- **Customer Focus**
By meeting the needs of our customers consistent with our responsibilities
- **Teamwork**
By working collaboratively and cooperatively
- **Leadership**
By meeting our objectives and by helping others reach their potential
- **Creativity and Innovation**
By pursuing innovation and creativity in meeting the needs of our customers
- **Results Orientation**
By focussing on delivering the best possible result



CALM staff ... many and varied responsibilities



KEY AREAS	WHAT WE WILL DO	HOW WE WILL DO IT	OUR TARGETS
<p><i>In the period of this plan special emphasis will be placed on these actions. Other normal programs will continue unabated.</i></p>			
CONSERVATION	<ul style="list-style-type: none"> Establish terrestrial and marine conservation reserve system of world class in its coverage and management Promote off-reserve conservation that complements the reserve system Give priority attention to recovery of threatened flora, fauna and ecological communities Contribute to the control of salinity Conserve WA's biological diversity in partnership with the community Improve legislation to deliver modern approach to biodiversity conservation 	<ul style="list-style-type: none"> Evaluate and pursue new reserves to achieve comprehensiveness, adequacy and representativeness as well as protecting areas of special importance Control processes which threaten natural values of reserves, including feral animals, weeds, dieback and inappropriate fire regimes Develop conservation partnerships with the community, landholders, industry and other agencies Identify and list threatened species and communities, rank them according to international (IUCN) criteria, and prepare and implement recovery plans for those that are most threatened Implement WA Salinity Action Plan in partnership with landholders, the community and other agencies Develop and implement WA Biological Diversity Conservation Strategy that builds upon Australia's National Strategy Rewrite <i>Wildlife Conservation Act 1950</i> 	<ul style="list-style-type: none"> Create new terrestrial reserves especially in the Kimberley, Pilbara, Gascoyne-Murchison, Wheatbelt & Swan Coastal Plain Create a new marine reserve centred on Jurien Bay by 2000; progress other priority proposals Develop and implement reserve management plans; expand fox and cat control under <i>Western Shield</i> to cover 5 million hectares by 2000; develop a WA Environmental Weed Strategy in 1998; implement disease control including phosphite treatment for priority areas Expand <i>Land for Wildlife</i>; implement a voluntary nature conservation covenanting scheme; participate in landholder vegetation protection and revegetation programs Prevent extinctions and remove more species from threatened species lists through successful recovery actions; in 1998 launch a major threatened flora recovery program (<i>Western Everlasting</i>) Protect remnant vegetation; promote revegetation including planting of 30,000 hectares of maritime pine and other trees and shrubs on farmland by 2000; implement 5 recovery catchment plans by 2000 Complete WA Biological Diversity Conservation Strategy by 2000 and commence its implementation Complete new Biological Diversity Conservation Act in 1999
VALUE AND USE OF RESOURCES	<ul style="list-style-type: none"> Expand forest cover in WA Improve utilization and increase the proportion of value-added timber products Support improved private native forest and plantation management Promote wealth-creating industries from WA's conservation assets Protect natural resources and conservation assets from wildfires 	<ul style="list-style-type: none"> Support expansion of plantations for economic and environmental benefits Provide resource security through conclusion of a Regional Forest Agreement from WA forests Develop partnerships with and provide practical assistance to private land owners Support nature-based tourism Provide for sustainable use of WA's biota Use fire to reduce fire hazards, to regenerate forests, and for conservation management 	<ul style="list-style-type: none"> Establish 30,000 hectares of new plantations by 2000 Complete Regional Forest Agreement in 1998; a new pine processing plant established in WA by 2000 Have 10% of private native forest in the SW under active management by 2000 Increase the level of tourism and recreation revenue by at least 10% per year Meet management program objectives for harvested wildlife and encourage bioprospecting that is of benefit to WA
RECREATION AND TOURISM	<ul style="list-style-type: none"> Provide world-class nature-based recreation and tourism opportunities, facilities and services that are consistent with conservation and land management objectives Provide innovative high quality facilities and services which enrich visitor experience 	<ul style="list-style-type: none"> Establish innovative and ecologically sustainable visitor facilities and services, and nature-based recreation and tourism opportunities Redevelop and maintain recreation areas on basis of strategic importance Develop partnerships to provide recreational and tourism facilities, services and programs 	<ul style="list-style-type: none"> Complete Bibbulmun Track Redevelopment Program in 1998 Complete the first stage of the Recreation and Tourism Information System by 1999 Complete Visitor Risk Management System in 1998 Meet or exceed previous year's level and extent of volunteer involvement and joint ventures Meet or exceed previous year's level of visitor satisfaction with CALM recreation and tourism facilities and services
KNOWLEDGE	<ul style="list-style-type: none"> Focus research programs on high priority issues Ensure management is based on good science Develop and improve knowledge and information-sharing infrastructure 	<ul style="list-style-type: none"> Develop and maintain closer working partnerships between CALM's researchers and operational groups, and with external research organisations Transfer new knowledge to CALM managers to underpin operations Publish research in premier national and international journals Adopt and use new technology wisely Continuously improve corporate information systems 	<ul style="list-style-type: none"> Undertake a strategic review of CALM's research needs every three years Present an annual series of technology transfer workshops to CALM Operations staff Achieve an average of two technical publications per scientist per year Have CALMweb fully accessible to all employees by 1999 Complete new Records Management System by 1999
COMMUNITY SUPPORT	<ul style="list-style-type: none"> Improve community knowledge and support of CALM activities Partner with agencies and groups with similar interests Be responsive to the community Promote a customer focus 	<ul style="list-style-type: none"> Develop strategic communication programs Develop community understanding of land management issues Establish strategic alliances with key stakeholders in the conservation, natural resource, and recreational and tourism sectors Develop and implement appropriate community consultation and involvement programs Develop and continuously improve CALM's customer focus policies and procedures 	<ul style="list-style-type: none"> Have priority communication programs in place for forest management, <i>Western Shield</i>, fire management, plantations, marine conservation, and <i>Western Everlasting</i> in 1998 Establish win-win relationships with the pastoral industry, Aboriginal community, conservation groups, mining companies, neighbours to CALM-managed areas, nature-based tourism operators and others Meet or exceed community expectations Establish CALM <i>Bush Rangers</i>, a conservation program for high school students Develop customer focus policies and procedures by June 1999, measure their operation through customer feedback, and implement improvement as required
CALM PEOPLE	<ul style="list-style-type: none"> Develop and improve internal communications Manage and support employees effectively 	<ul style="list-style-type: none"> Promote timely, open and 2-way communication with staff on subjects important to them and CALM Match employee resources to CALM's future requirements, provide professional development in priority areas, and provide for employee feedback and recognition Support employees with continuously improving training and safety programs and career development opportunities Promote teamwork and enhance management skills 	<ul style="list-style-type: none"> Achieve a 70% satisfaction level with internal communications by June 1999 CALM continues to attract, develop and retain high quality staff Develop and implement a formal reward and recognition system in 1998 Ensure that employees view CALM as a fair and equitable employer placing a high value on employee satisfaction and safety
CORPORATE	<ul style="list-style-type: none"> Focus CALM's resources on strategically important areas Substantially reduce capital debt 	<ul style="list-style-type: none"> Develop and implement a 3-year corporate planning cycle with an annual review process Rationalize assets and put resources into new strategic directions Direct a portion of revenue to debt reduction 	<ul style="list-style-type: none"> Implement corporate planning cycle in 1998 with review by December each year Resources concentrated on strategic elements of CALM's conservation and land management responsibilities Manage assets effectively

OUR OBJECTIVES

CONSERVATION

Conserve indigenous plants, animals and ecological processes in natural habitats throughout the State.

VALUE AND USE OF RESOURCES

Optimise the value and economic return to the community of the wildlife, lands, waters and resources entrusted to CALM without compromising conservation and other management objectives.

RECREATION AND TOURISM

Identify and provide opportunities and services to the community which will allow them to enjoy and value the wildlife, lands, waters and resources entrusted to CALM without compromising conservation and other management objectives.

KNOWLEDGE

Seek and provide an up-to-date and sound scientific and information basis for CALM's conservation and land management activities.

COMMUNITY SUPPORT

Promote community awareness and appreciation of the values of the wildlife, lands, waters and resources entrusted to CALM, and to develop community understanding and support for CALM's conservation and land management activities.

CALM PEOPLE

Recruit, develop, reward and retain knowledgeable and talented staff, and provide a stimulating, safe, productive and supportive work environment where staff can pursue individual goals consistent with those of CALM.

CORPORATE EFFICIENCY

Optimise the efficiency, effectiveness and responsiveness of CALM in achieving conservation and other management objectives.



The bilby... protected by *Western Shield*

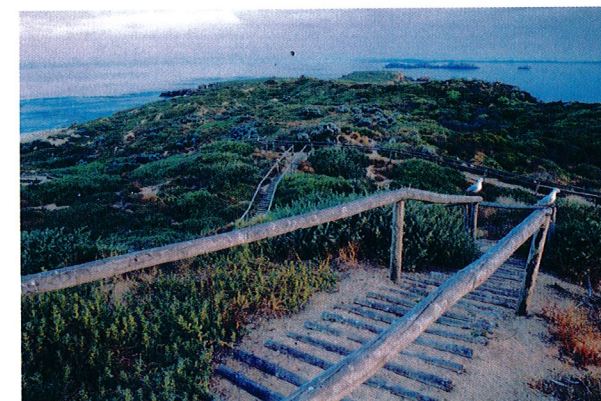
Corporate Plan

For further information on CALM please contact:

Corporate Relations Department of Conservation and Land Management

Locked Bag 104
Bentley Delivery Centre
WA 6983
Tel: (08) 9334 0333
Fax: (08) 9334 0498
TTY: (08) 9334 0546

Browse our NatureBase Internet site at <http://www.calm.wa.gov.au>
or visit CALM's *WA Naturally* information centre
47 Henry Street, Fremantle



Penguin Island... integrating conservation with tourism and recreation

