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Department of Biodiversity,  
Conservation and Attractions

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# Corporate Plan

2000—2005



*Conserving the nature of WA*



## 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 the appreciation and benefit of present and future generations.

## Our Responsibilities

The Department of Conservation and Land Management is part of a greater conservation community and has distinct State government responsibilities 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 Western Australia, we manage more than 22 million hectares, including more than 8.5 per cent of WA's land area: its national parks, marine parks, conservation parks, regional parks, State forests and timber reserves, nature reserves, and marine nature 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 (Conservation Commission, Marine Parks and Reserves Authority, and Marine Parks and Reserves Scientific Advisory Committee) carry out their statutory functions.

We work closely with the Forest Products Commission to ensure all activities in State forests and timber reserves are consistent with the protection of community, nature conservation, recreation, cultural, catchment and physical values.

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



## Our Values

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.

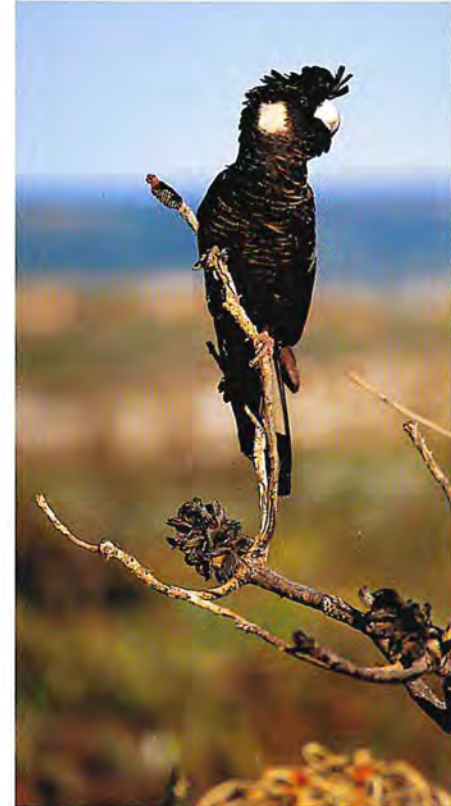
We will demonstrate:

- *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 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 indigenous species throughout WA will be maintained and 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 CALM 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.



Conserving the nature of WA

# Strategic Directions, Objectives and Strategies

The three major Outputs of CALM 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. We recognize that we will best achieve these Outputs by:

- Conserving Biodiversity
- Creating Sustainable Community Benefits
- Maintaining Community Involvement and Support
- Improving the Way We Do Business.

## CONSERVING BIODIVERSITY

### Objective

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

### Strategies

- 1) Establish clear guidance for biodiversity conservation actions and improved legislation for achieving biodiversity conservation outcomes in partnership with the community.
  - Develop and implement a WA Biodiversity Conservation Strategy that builds upon the National Strategy for the Conservation of Australia's Biological Diversity.
  - Complete a new Biodiversity Conservation Bill for consideration by Parliament.
- 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.
- 3) Promote off-reserve conservation that complements the reserve system.
  - Develop and implement programs and partnerships for off-reserve biodiversity conservation with the community groups, landholders, industry and other agencies.
  - Participate in integrated approaches to improved natural resource management.
- 4) Recover threatened flora, fauna and ecological communities.
  - Identify and specially protect threatened species and ecological communities.
  - Priority rank them for conservation action according to international (IUCN) criteria.
  - Prepare and implement recovery plans for the most threatened species and ecological communities.
- 5) Protect biodiversity from threatening processes, agents and activities, including feral 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.
  - Maintain and expand Western Shield incorporating feral predator control, threatened species breeding and translocations, and associated management of threatening processes and species populations.
  - Use and manage fire to reduce fire hazards and damage to biodiversity and to regenerate and protect ecosystems.
  - Implement Western Everlasting to conserve the State's threatened plants.
  - Prepare management plans for all CALM-managed lands and waters.
  - Implement integrated management strategies to control dieback and other pests and diseases that threaten ecosystems.





6) Ensure that use of wildlife is sustainable.

- Prepare, implement and continually improve management programs for major uses of wildlife.
- 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.

### Performance Measures

- Changes in comprehensiveness, adequacy and representativeness of the conservation reserve system;
- Rate of increase in area of private and other off-reserve lands managed for biodiversity conservation in partnership with CALM and others;
- Rate of recovery of threatened species and ecological communities covered by recovery plans compared with predicted rates;
- The number of the State's wildlife taxa specially protected as threatened flora and fauna, compared to previous years;
- Changes in conservation status of species subject to Salinity Strategy and Western Shield operations;
- Completion of WA Biodiversity Conservation Strategy and implementation of Biodiversity Conservation Act.

## CREATING SUSTAINABLE COMMUNITY BENEFITS

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### 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

- 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 CALM.
  - Encourage people to enjoy nature and natural areas.
- 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.
- 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.
- 4) Assist in reducing the threat of wildfire to human life and property.
  - Maintain a trained fire fighting capability in key areas.
  - Work with the local community to implement appropriate fire management programs.
- 5) Manage the forests and woodlands entrusted to us, and the resources they provide, on an ecologically sustainable basis.
  - Ensure that the values of multiple use forests and woodlands are maintained on an ecologically sustainable basis over time.
  - Provide for the harvesting, regeneration and growth of forest products from State forest and timber reserves in accordance with approved forest management plans and the principles of ecologically sustainable forest management.
  - Implement the Regional Forest Agreement.



## Performance Measures

- Identification of changes to specific environmental conditions in or adjoining managed recreation areas;
- Number of different types of recreational settings and experiences, and recreational groups and special interests, catered for;
- Level of public approval of facilities, services and programs provided in CALM-managed recreation areas;
- Level of visitation to and use of CALM-managed recreation areas and services;
- Measure of biodiversity in forests and woodlands used for multiple purposes;
- Level of success in protecting human life and property from wildfires.

## MAINTAINING COMMUNITY INVOLVEMENT AND SUPPORT

### Objective

To develop community awareness and appreciation of the biological and physical diversity natural to Western Australia and promote community involvement in and support for its protection, conservation and restoration.

### Strategies

- 1) Improve community knowledge of biodiversity conservation issues and awareness, understanding and support for CALM's activities, services and policies.
  - Develop and implement strategic communication and advocacy programs.
  - Develop best practice publications, new media and other communication vehicles.
- 2) Increase opportunities for youth to learn about and gain hands-on experience with conservation issues.
  - Develop effective school and experience-based education programs.
- 3) Be responsive to the community.
  - Develop and implement appropriate public participation and involvement programs that are part of core business activity of CALM.
- 4) Partner with agencies and groups with similar interests.
  - Establish strategic alliances with key stakeholders in the conservation, natural resource and recreational sectors.
  - Provide meaningful opportunities for involvement of indigenous people in the management of natural areas and wildlife and in the protection of areas and features of cultural value.
  - Work to increase resources available for conservation.
- 5) Promote a customer focus.
  - Continuously improve CALM's customer focus policies and procedures.

### Performance Measures

- Change in the number of beneficial alliances formed and maintained;
- Level of participation in departmental education programs;
- Level of registered volunteers and the level of volunteer hours contributed each year;
- Rating of CALM's reputation, measured through key stakeholder index, customer measures and media content analysis;
- Level of customer satisfaction with CALM's performance, measured through customer feedback.



## 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

- 1) Develop and maintain sound internal communications.
  - Promote timely, open and two-way communication with staff on subjects important to them and to CALM.
  - Continuously seek to improve internal communications.
- 2) Manage and support employees effectively.
  - Match employee resources to CALM's 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 continuous improvement, teamwork and flexibility.
  - Conduct regular internal communication and organisational climate monitoring and evaluation.
- 3) Develop and improve knowledge and information-sharing.
  - Adopt and use new technology wisely.
  - Continuously seek to improve corporate information.
- 4) Focus scientific research programs on high priority issues.
  - Carry out scientific research that addresses issues of high priority biodiversity conservation importance.
  - Develop and maintain close working partnerships between CALM's scientists and operational groups, and with external research organisations.
- 5) Ensure management is based on good science.
  - Transfer advances in biodiversity conservation knowledge and science into management operations.
  - Ensure scientific principles and facts form the basis of biodiversity conservation management.
- 6) Focus CALM's resources on strategically important areas.
  - Align budgets to strategic planning priorities and process.
  - Implement an Output Purchaser Provider model for the allocation of resources to priority work areas.
  - Prepare a plan to identify and acquire resources necessary to achieve statutory and strategic objectives.
- 7) Monitor our performance and identify areas where we can improve.
  - Benchmark our performance against best practice.

### Performance Measures

- Level of employee safety and satisfaction with workplace standards and the performance of CALM;
- Performance relative to EEO, Worksafe and accountability requirements;
- Financial performance against budget.







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**For further information  
on CALM please contact:**

**Strategic Development and Corporate Affairs  
Department of Conservation and Land Management**

Locked Bag 104  
Bentley Delivery Centre  
Western Australia 6983  
Telephone: (08) 9334 0333  
Fax: (08) 9334 0498  
TTY: (08) 9334 0546

Browse our NatureBase Internet site at  
<http://www.naturebase.net>

or visit CALM's WA Naturally information centre  
47 Henry Street, Fremantle