



VNPA Vision 2020 - Interim Strategic Plan

SUMMARY April 2008

Introduction

The VNPA Council decided in August 2007 to develop a 'top down' approach to planning, using an organisational capacity-building framework.. As a result a working group was established to review previous and current organisational goals and develop a planning approach that ensures a holistic approach to achieving the Association's strategic goals and outcomes.

The advantages of such a planning approach were identified as:

- Clear identification of VNPA's long-term goals
- An agreed roadmap by which VNPA could achieve these long-term goals
- A means of assessing VNPA's capacity and capability to deliver program outcomes
- A plan which gives all internal stakeholders; members, councillors, volunteers and staff a strong focus and guidance to achieving individual and Association goals
- A clearly articulated focus which VNPA can use to educate potential members, supporters, volunteers and employees on what the Association stands for and the goals we are working towards, and how they can become involved
- A formal, professional plan which will show external stakeholders and existing and potential funders that the VNPA has a professional approach to achieving its Vision, goals and outcomes.

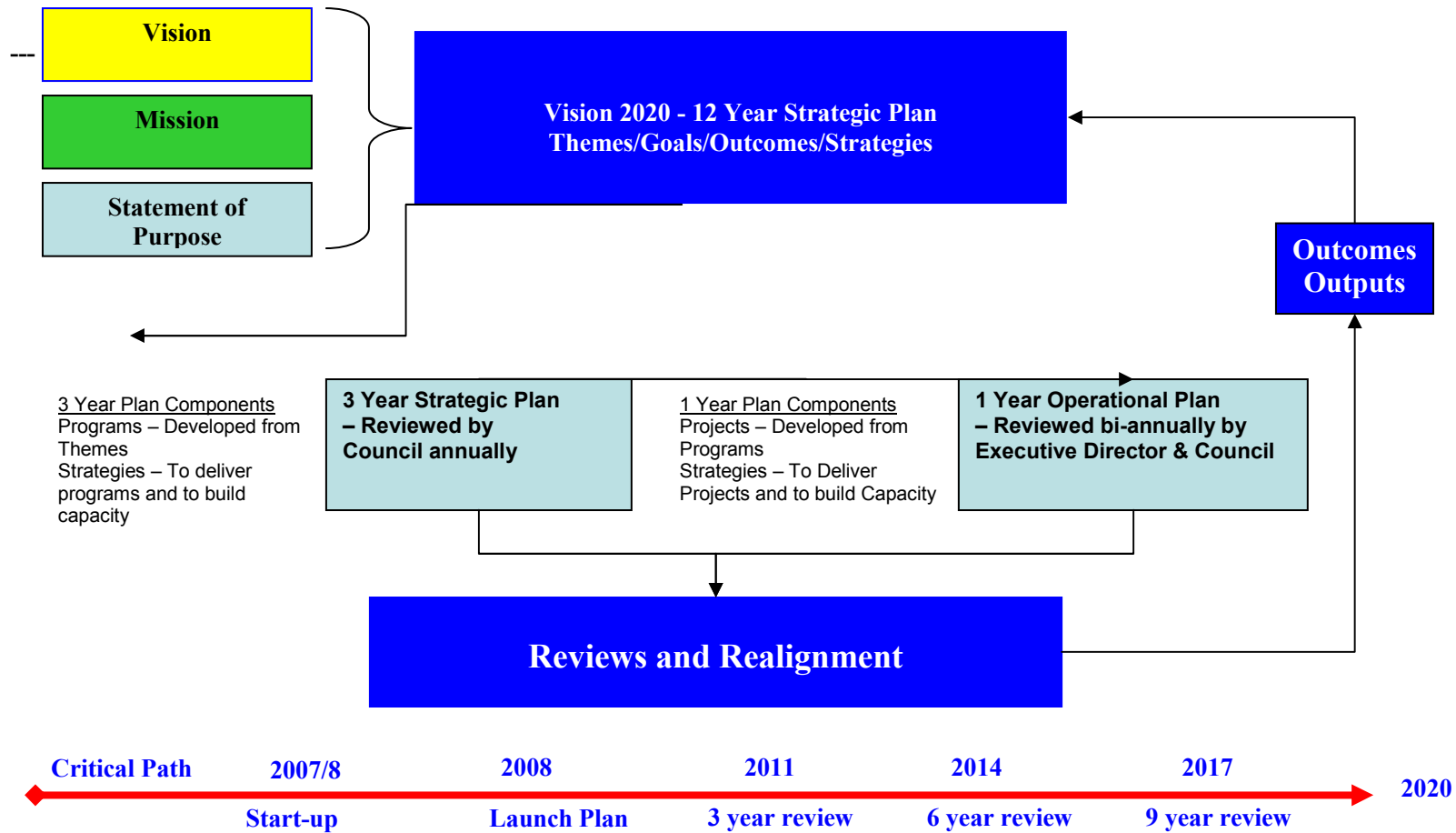
The Association did not want to reinvent itself. It was agreed that the core Vision, Mission and Statement of Purpose were working well, and that the focus of the group should be to develop a continuous improvement approach and ensure the appropriate involvement of all key stakeholders.

This planning approach aligns with the Association's Vision, Mission and Statement of Purpose and delivers a plan based on the following criteria:

1. Enables the Association to reach its strategic goals
2. Develops capacity and balance between long-term aspirations ('caring for nature') and organisational capability
3. Well researched, including learnings from the past
4. Involves input and includes feedback from current stakeholders
5. Focuses on a continuous improvement methodology
6. A 12 year plan that can be updated through a process of three-yearly reviews

This approach gives flexibility to the planning process and ensures alignment with the Association’s Vision, Mission and Statement of Purpose. The following diagram is a visual representation of the 12, 3 and 1 year planning cycle approach.

Figure 1.0 Strategic Planning Framework



Vision/Mission/Statement of Purpose

Vision: We share a vision of Victoria as a place with a diverse, secure and healthy natural environment cared for and appreciated by all.

Mission: The VNPA is Victoria's leading nature conservation organisation. VNPA is an independent, non-profit, membership-based group, which exists to protect Victoria's unique natural environment and biodiversity through the establishment and effective management of national parks, conservation reserves and other measures. We will achieve our vision by facilitating strategic campaigns and education programs, developing policies, through hands-on conservation work, and by running bushwalking and outdoor activity programs which promote the care and enjoyment of Victoria's natural heritage.

Motto: People Caring for Nature.

Statement of Purpose

1. To strive for the welfare of National Parks and other conservation reserves, and for their protection in perpetuity.
2. To foster public interest in and appreciation of National Parks, other conservation reserves, and areas of scenic, historic, cultural or scientific interest through appropriate community involvement and education.
3. To foster public interest in nature conservation and promote matters relating to the conservation of indigenous flora and fauna and natural resources through appropriate community involvement and education.
4. To ensure the establishment and appropriate management of an extensive and fully representative system of inherently viable National Parks and other conservation reserves.
5. To conduct or promote research and make investigations and representations for the conservation of indigenous flora and fauna and natural resources.
6. To educate the community in matters relevant to these objects.
7. To form a link between the public and the Administration in matters relevant to these objects and to promote appropriate management.
8. To co-operate with persons or organisations having similar objects or like interests.

Following a review of the VNPA's Vision, Mission and Statement of Purpose, as the focus of the Association since its inception in 1952, three key themes were identified. These themes were further developed to include the views of current stakeholders and represent the vision, mission and purpose of the association. The themes are:

Theme 1 - Protection of Nature

VNPA facilitates strategic campaigns and policies to protect and restore nature, biodiversity and ecological processes and strives for the establishment and appropriate management of protected areas including national parks, reserves and other conservation measures across all tenures through making representations, fostering public interest, and conducting research.

Theme 2 - Actively Caring for Nature

VNPA promotes the protection and appreciation of nature through running bushwalking, other activities and community conservation work in national parks, reserves and other natural areas, and fosters public interest and action for the protection of nature, biodiversity and welfare of national parks in perpetuity. We actively encourage all Victorians to treasure and passionately defend and care for nature.

Theme 3- Leading Influential Organisation

VNPA is the leading independent, influential, values driven, financially secure, community-based nature conservation organisation in Victoria

Organised around three themes, goals, 12-year outcomes, three-year strategies and actions, responsibility and performance indicators/milestones were developed. These are documented in the following matrix.

Theme 1 – Protection of Nature		
GOAL	Examples of Outcomes	Examples of Activities
<p>1: World Class Protected Area System: <i>A world-leading, representative protected area system is progressively completed in Victoria, on both land and marine and inland waters</i></p>	<p>Over 100,000 ha of red gum parks in place</p> <p>Complete as far possible the comprehensive and adequate reserve system representing all Ecological Vegetation Classes.</p> <p>Additions to marine and coastal parks</p> <p>Increased spending on the National Reserve System by State and Federal Govts</p>	<p>Encourage the government to legislate new red gum parks as soon as possible,</p> <p>Undertake the fourth Conservation Review of Victoria.</p> <p>Encourage government to undertake further VEAC inquiries around priority areas</p>
<p>2: Protected Area Management: <i>Government funding, management and administration of Victoria's National Parks and other protected areas is demonstrably adequate to deliver clearly defined nature conservation outcomes to a very high standard</i></p>	<p>Seek legislative changes to strengthen the National Parks Act</p> <p>Ensure adequate investment in management and monitoring of public protected areas.</p> <p>Ensure all parks management plans have measurable management objectives, performance targets and monitoring</p>	<p>Review and benchmark Victoria's park management frameworks and practices</p> <p>Highlight key threats to public land management, including climate-induced threats.</p> <p>Establish 'Nature Watch' community monitoring projects for key protected areas.</p>
<p>3: Whole of landscape biodiversity conservation: <i>There is a whole of landscape approach whereby Victoria's biodiversity is protected, enhanced and restored, including provision of functional habitat links and adequate buffers with complementary management of land, marine and inland waters across all tenures</i></p>	<p>Seek the development of large scale biolinks across Victoria</p> <p>Increase investment in high conservation value private land nature conservation.</p> <p>Link Victorian land and sea reserves across state or commonwealth boundaries where appropriate.</p>	<p>Establish partnerships to support and deliver large scale biolinks, e.g with Victoria Naturally Alliance</p> <p>Establish a vision for a 'connected Victoria' and undertake analysis of key drivers and barriers to large scale biolinks.</p>
<p>4: Leading Policy and Practice: <i>Nature conservation and biodiversity policy and practice in Victoria are underpinned by sound scientific research and monitoring processes</i></p>	<p>Clear scientific targets established for biodiversity protection.</p> <p>Highly effective and best practice regulatory</p>	<p>Develop examples of key targets</p> <p>Monitor key threatening process especially fire</p>

<i>which ensure that ecosystem functions and processes are maintained and restored, and human threats to biodiversity are eliminated or adequately managed.</i>	systems to reduce threats are in place across all public land.	Highlight values of and threats to biodiversity to the community
Goal 5: Climate Change & Nature: <i>Nature conservation initiatives and protected area management account and prepare for the current and predicted impacts of climate change</i>	All National Park management plan explicitly plan for the impacts of climate change Identify key refuges for key species under climate change.	Highlight and communicate the impacts of climate change on nature.

Theme 2 - Actively Caring for Nature		
Goals	Examples of Outcomes	Examples of Activities
1: Active for Nature - <i>The VNPA runs popular, wide-ranging, well-attended programs of activities across the state that all Victorians recognise as offering them the opportunity to engage with nature and care for our parks, reserves and other natural areas in appropriate ways.</i>	VNPA offers a comprehensive and well supported bushwalking and activity program across Victoria	Undertake high quality leadership training for all activity leaders Develop a website and communications program to promote walks and other activities to all sections of the community.
2: Community Engagement - <i>The VNPA is the leading conservation organisation in Victoria that promotes, facilitates and supports active community engagement and capacity building in caring for nature in Victoria</i>	Develop a long term community monitoring 'Nature Watch' program. Develop partnerships and networks to support regional and local groups to protect nature.	Develop partnership between scientists, land managers and the community.
Goal 3: Creating a 'Nature Aware' Community: <i>The Victorian community, key schools, tertiary and other education institutions have access to interesting, relevant, informative education products/services delivered by passionate and knowledgeable people</i>	Develop new high-quality education products, resources and events to encourage understanding of nature across the community Encourage schools and formal education institutions to build 'caring for nature' into their curricula.	Enhance the education component of existing bushwalking and conservation activities

Theme 3- Leading Influential Organisation		
GOALS	Examples of outcomes	Examples of Activities
1: Values Driven Organisation: <i>VNPA is an inclusive, open, approachable organisation that adheres to its core values and engages people, builds relationships, and fosters staff, volunteer and member involvement in appropriate operations and activities</i>	<p>Ensure clear understanding of organisational values</p> <p>Develop high-quality systems and structures for learning and develop an organization of choice for environmental champions.</p>	<p>Develop a values and culture statement</p> <p>Develop skills training program for staff and volunteers</p>
2: Well Managed & Governed: <i>VNPA is a well-managed, financially prudent, efficient, strategic, well-governed, democratic and highly effective organisation</i>	<p>Recruit and retain highly skilled and experienced councilors and staff</p> <p>Ensure sound budgeting and prudent financial management</p> <p>Develop and maintain a strategic planning framework.</p>	<p>Maintain strong well-qualified finance committee to oversee financial management</p> <p>Develop good internal management systems.</p>
3: Active & Loyal Members and Supporters: <i>VNPA has a large demographically diverse, active, effective and loyal membership and supporter base</i>	<p>Increase membership to reflect cross-section of Victoria community</p> <p>Investigate better engagement with regional areas.</p>	<p>Explore new direct fundraising opportunities</p> <p>Undertake periodic research into members and supporter needs and views</p>
4: Secure Funding Stream: <i>VNPA has secure, ethical and diverse funding streams to support its operations year-to-year and the capacity to seek additional project funding from diverse sources, to resource key strategic aspirations</i>	<p>Review organisational/ financial model</p>	<p>Develop a 3-5 year organisational development and fundraising plan</p> <p>Develop performance indicators to track implementation of strategic plan.</p>
Goals 5: Well Recognised and Respected: <i>VNPA's brand, vision and role as Victoria's leading community nature conservation group is widely recognised and valued by the wider Victorian and Australian community</i>	<p>Increase recognition of VNPA 'brand', role and achievements</p>	<p>Enhance web management and resourcing</p> <p>Celebrate our victories and produce high-quality materials demonstrating our role and achievements.</p>