



Strategic Plan



2013 - 2016



Caring for wild places



Caring for wildlife

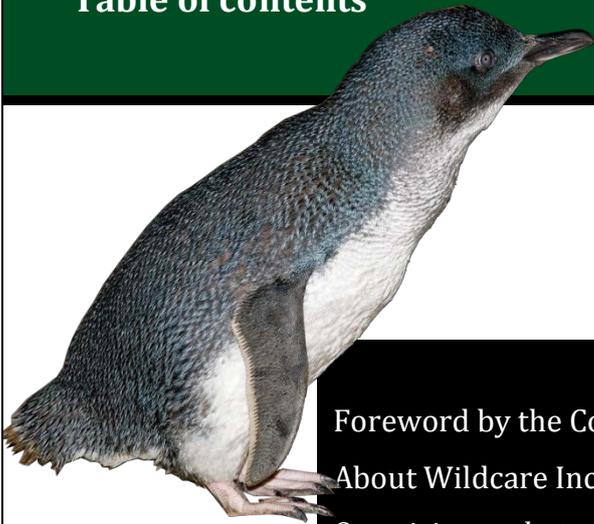


Caring for cultural heritage



WILDCARE INCORPORATED

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Foreword by the Co-Chairs



Will Forsyth



Andrew Smith



The creation of a strategic plan is an exciting development in the life of any organisation. It is exciting because its focus is about building on strengths, listening to feedback from members and stakeholders and creating something new to address identified shortcomings and meet emerging needs. It's about an organisation shaping its future and that, indeed, is a dynamic process.

The former strategic plan had come to the end of its life. This plan is the result of feedback from an online survey conducted with a range of stakeholders and a one-day workshop in which members of the Wildcare Board of Management participated. Thanks and appreciation are extended to all who helped to create it. The contribution by Wildcare volunteers of photography used in this plan is gratefully acknowledged.

The plan identifies five strategic areas where we will focus our efforts over the next three years. These are marketing and communication, stakeholder and community engagement, governance, emerging opportunities and sustainability of operations.

The creation of this plan occurs at an exciting time for Wildcare. In mid-February 2013, Wildcare appointed its inaugural Chief Executive Officer in a part-time capacity. This timely move recognises the significant growth in our membership to over 6,000, making Wildcare the largest environmental action group in Tasmania. It was no longer possible to do everything that needed to be done solely with volunteers. There is the ongoing need alone to encourage and support over 80 Wildcare branches around the State. They are composed of volunteers with their sleeves rolled up, getting their hands dirty in a diversity of projects, ranging from wildlife care, rescue and conservation to protection of Tasmania's unique natural and cultural environment.

The appointment also acknowledges the requirement for additional compliance, improved governance and higher reporting standards, following the recent establishment of the Australian Charities and Not-for-Profits Commission.

Communication is at the heart of everything we do. It will come as no surprise, therefore, that this is the dominant strategic focus in this plan. Creation of a robust communication strategy will be a priority so that we are able to communicate with members, officers of the Parks and Wildlife Service, donors, sponsors and other stakeholders in a meaningful way and offer opportunities for engagement.



This plan maps a pathway to build on past successes, implement best practice in volunteer management and create tangible benefits for the Tasmanian environment.

An exciting and challenging future for Wildcare lies ahead. But this plan cannot be achieved by Wildcare alone. Collaboration, partnerships, teamwork, sponsors, additional invigorated volunteers and the continued involvement of all our stakeholders, as well as the support of the wider Tasmanian community, are critical to our success. It is only then that our vision “to be recognised as the leading volunteer organisation for conservation in Tasmania, promoting wide community participation in the delivery of practical programs and services that get results” will be realised.

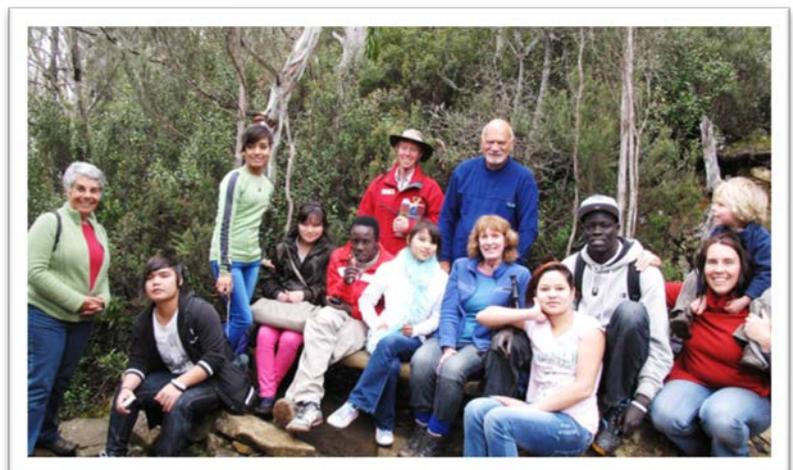
We invite you to join us in this challenge.

Andrew Smith
Co-Chair

September 2013

Will Forsyth
Co-Chair

September 2013





About Wildcare Inc

With over 6,000 members, Wildcare is the largest and fastest growing environmental action group in Tasmania. Its slogan is 'caring for wild places, wildlife and cultural heritage'.

Wildcare provides management and support for volunteers working in natural and cultural heritage conservation and reserve management throughout Tasmania. It works in partnership with government agencies, notably the Parks and Wildlife Service, local government and private landholders and contributes over 500,000 hours of voluntary project work each year.

Wildcare is a community-based, not-for-profit volunteer organisation founded in 1997 and incorporated in 1998. It is also a registered environmental organisation and a registered deductible gift recipient and is entitled to receive tax deductible donations. It is managed by a Board of Management composed of elected and nominated members. The responsibility of the Board is to oversee Wildcare's strategic operations and allocate moneys under the Wildcare Gift Fund.

As an environmental organisation, Wildcare must have a Public Fund to receive donations. The Public Fund is called the Wildcare Gift Fund and was established in 2005. Its purpose is to raise funds through tax-deductible donations to support reserve management projects and nature conservation projects in Tasmania. As well as attracting funds for the general purposes of the Wildcare Gift Fund, tax deductible donations can be made to a number of ancillary funds within it, called Natural Partner Funds. They provide an opportunity for donors to give to specific purposes associated with the environmental objectives of Wildcare. These Natural Partner Funds include the Tasmanian Coast Conservation Fund, Wildcarbon Fund, Whale Rescue Fund, Injured and Orphaned Wildlife Fund and the World Heritage Wilderness Fund.

Wildcare actively seeks to provide opportunities and support for community engagement in its programs throughout the State. Activities are grouped into five main activity areas and are delivered either by local branches or through special programs. The five activity areas are:

- 🐾 Community action in reserves – management of parks and reserves.
- 🐾 Heritage care – cultural heritage conservation such as excavation assistance, archival research and historic site management.
- 🐾 Nature care – nature conservation activities such as whale rescue, wildlife surveys and caring for injured or orphaned wildlife.
- 🐾 Wildcare office – support to members of Wildcare, including newsletter production, event management and processing of membership applications.
- 🐾 Special programs – large scale annual projects and programs undertaken in co-operation with partners in government. Special programs may require specialist skills and often call for extended commitments. They include the Caring for Islands Program and Campground Host Program.



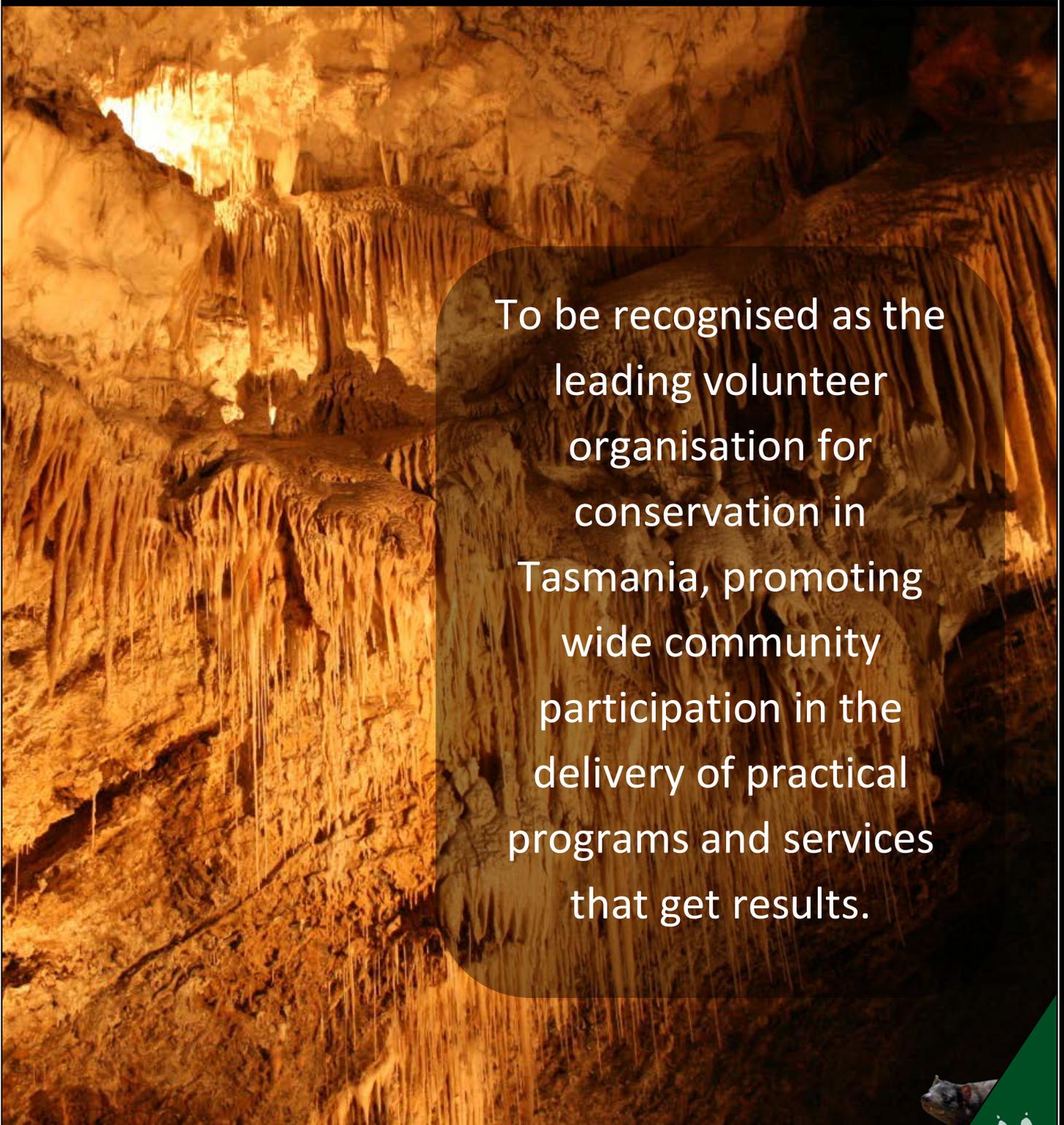
Wildcare is a membership organisation. Members can express interest in specific projects or focus their skills and interest in a particular reserve or location. Members can join in activities when and where it suits them.

Indeed, Wildcare offers a unique opportunity for community participation in caring for wild places, wildlife and cultural heritage.



Our vision:

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what we want to achieve



To be recognised as the leading volunteer organisation for conservation in Tasmania, promoting wide community participation in the delivery of practical programs and services that get results.



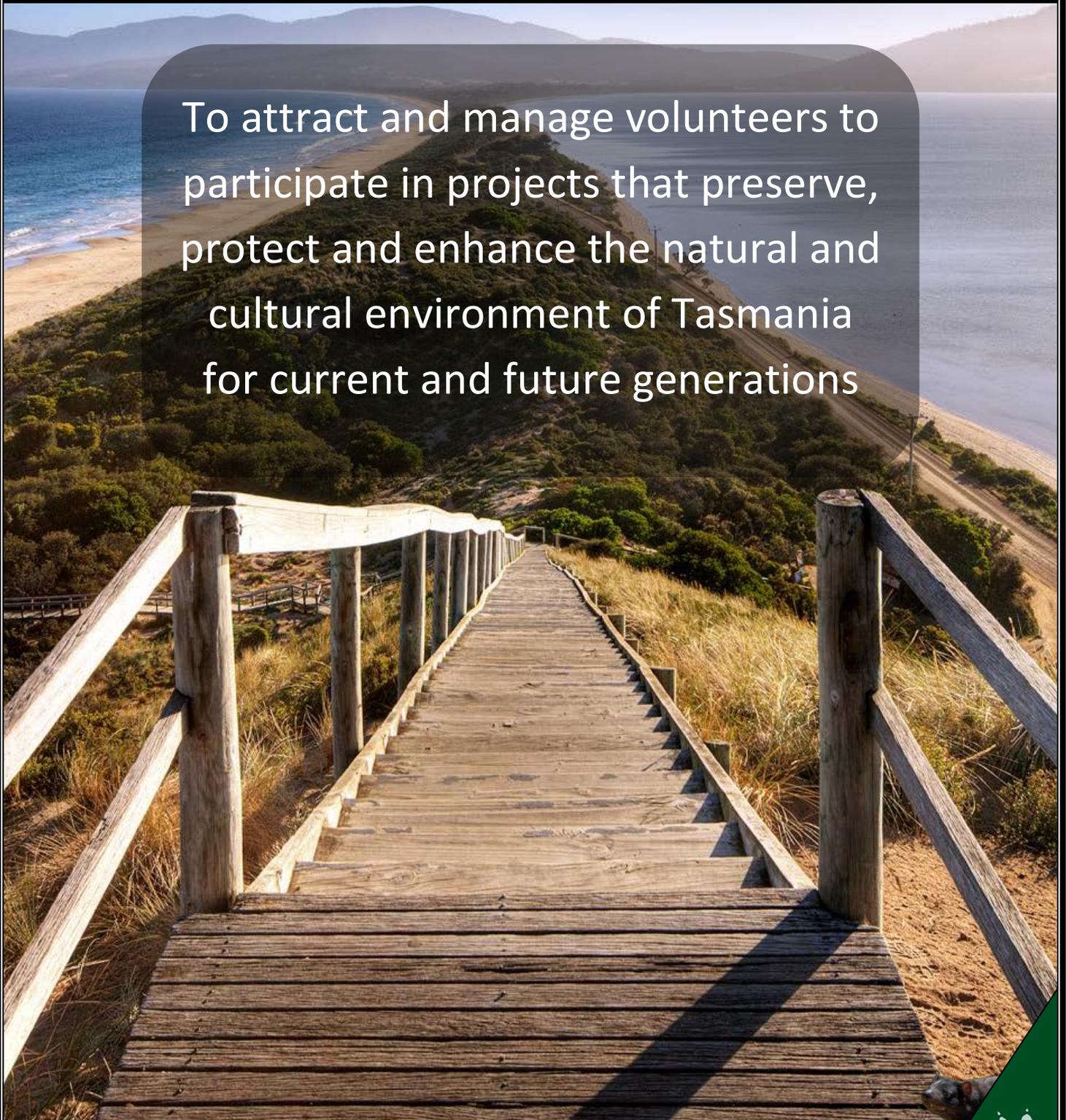
Our mission:



why we are here



To attract and manage volunteers to participate in projects that preserve, protect and enhance the natural and cultural environment of Tasmania for current and future generations



Our values:

the way that all who are part of Wildcare do things



Our values underpin how we will deliver outcomes. They reflect what we stand for and how we conduct ourselves in our drive for tangible, lasting results for the Tasmanian environment.

Our values are not mere platitudes, but strongly held convictions by all who deliver our work and conduct business with our stakeholders.

These distinguishing attributes are:

Accountability	We take responsibility for our actions and outcomes
Collaboration	We collaborate and partner with individuals and organisations that have unique local expertise, connections and experience to deliver practical conservation solutions.
Communication	We ensure that all relationships are based upon openness, trust, fairness, honesty, integrity, dignity and respect. We respect and are open to a variety of viewpoints and diversity of thought.
Consistency	We implement actions that are consistent with the mission and long term goals of Wildcare.
Fairness and transparency	We uphold fairness and are transparent in our decision-making with members, volunteers, stakeholders and others with whom we have contact.
Inclusiveness	We encourage social inclusion.
Integrity	We are trustworthy and there is consistency in our words and walk.
Leadership	We strive for dynamic leadership and support and encourage leadership development among our volunteers.
Teamwork	We work together in a respectful, supportive and enjoyable environment. We acknowledge effort and recognise quality achievements. We encourage each volunteer to achieve their goals and value the contribution that each makes. We provide fair treatment of volunteers. We maintain open communication to ensure that volunteers are fully informed.
Trust	We earn trust by building relationships, being competent and professional in all that we do and following through on all our commitments. We acknowledge with thanks and appreciation the trust that our supporters put in us and do not take it for granted.



Critical success factors:

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those things on which our success depends



The following factors have been identified as being critical to the success of Wildcare over the life of this plan:

- 🐾 Recognition and acceptance of Wildcare as offering relevant and worthwhile services through community participation in practical conservation.
- 🐾 Pursuit of a shared and supported vision for conservation with the Parks and Wildlife Service.
- 🐾 Maintenance of an effective and valued partnership with the Parks and Wildlife Service, based upon trust, respect, co-operation, open communication and a 'can do' spirit.
- 🐾 Retention of the confidence, goodwill and support of the Tasmanian community.
- 🐾 Delivery of a high standard of professional service to our members and stakeholders.
- 🐾 Identification of and access to funding sources to sustain and accomplish the activities in this plan.
- 🐾 Promotion of pathways to volunteering to the Tasmanian community.
- 🐾 Capacity to attract, train and retain motivated young people as active members of Wildcare.
- 🐾 Ongoing implementation of an effective marketing and communication strategy, using new and emerging technologies, with a diversity of stakeholders.
- 🐾 Adoption of a strategic mindset by the Board of Wildcare, composed of committed individuals, observing best practice in governance.



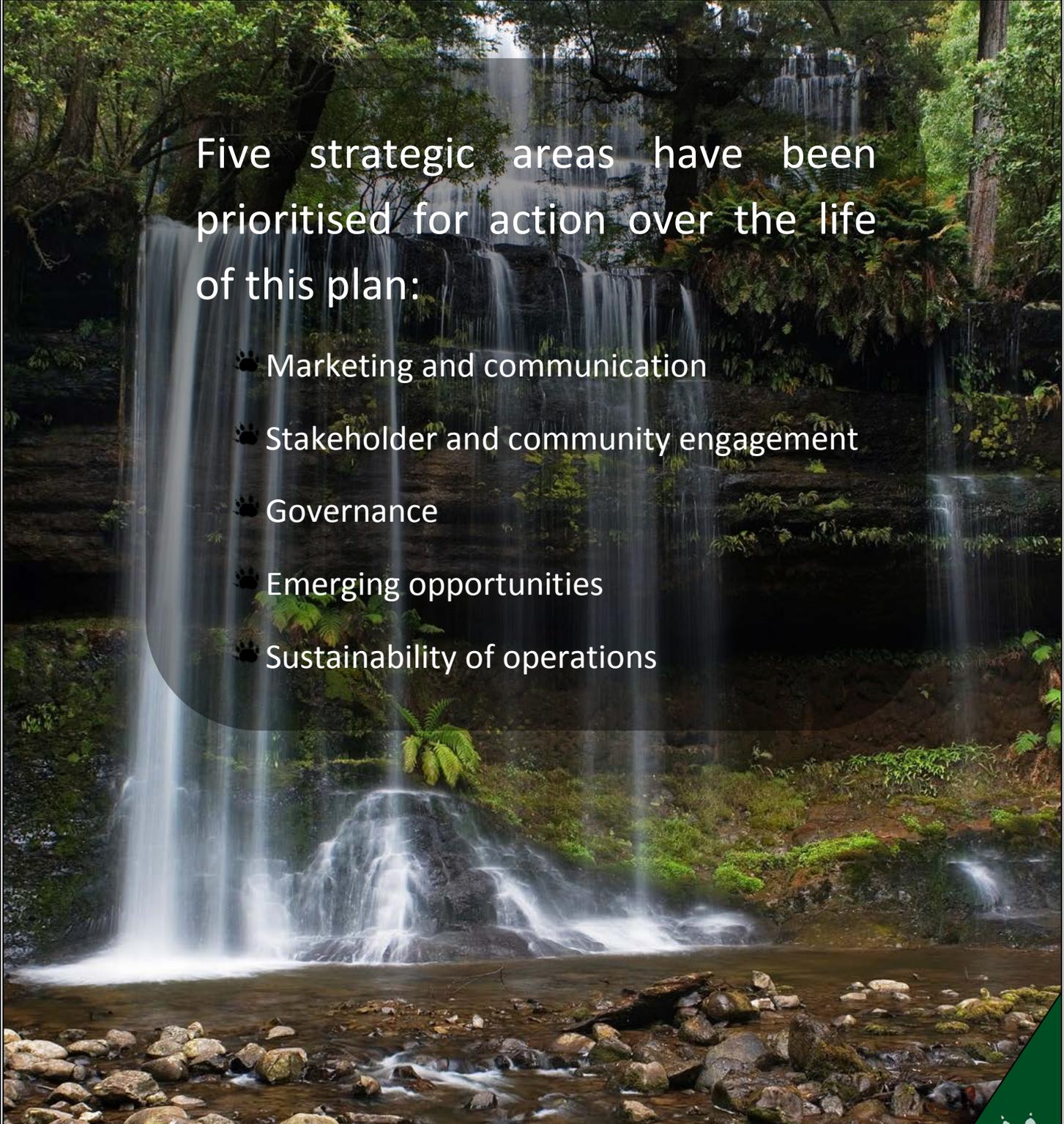
Strategic priorities:

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where we will focus our efforts



Five strategic areas have been prioritised for action over the life of this plan:

- Marketing and communication
- Stakeholder and community engagement
- Governance
- Emerging opportunities
- Sustainability of operations





1. Marketing and communication

Communication is at the heart of everything we do. It includes internal communication with our members and external communication with our stakeholders.

To realise its vision of becoming recognised as the leading volunteer organisation for conservation in Tasmania, promoting wide community participation in the delivery of practical programs and services that get results, Wildcare needs its voice to be heard.

Wildcare is therefore committed to implementing a practical marketing and communication plan and building its brand.

Outcomes	Identified strategic actions	Target year for accomplishment
Creation of a practical marketing and communication plan that gives focus and direction to future communications and marketing activities	Establish marketing and communication objectives	2014
	Identify stakeholders and target audiences	2014
	Develop and test key messages	2014
	Determine how to reach target audiences, including channels and tactics	2014
	Make effective use of new and emerging technologies	Ongoing
	Monitor and review performance	Ongoing
Communication with members and delivery of services to members are enhanced	Review and evaluate the adequacy of administrative capacity to support delivery of a quality service to members	Ongoing
	Review and streamline existing processes, procedures and practices to support service delivery	2014
	Review and evaluate the user-friendliness and effectiveness of communication media in current use	2014



Outcomes	Identified strategic actions	Target year for accomplishment
Communication with branches, groups and volunteers is relevant and timely	Obtain feedback by way of a specific-purpose survey of branch Presidents	2013
	Identify and evaluate a range of tools and opportunities to enhance the communication process, including regional meetings and information exchanges in conjunction with the Parks and Wildlife Service	2013
	Examine and evaluate the opportunity for long-term branch Presidents to become mentors to others	2014
Wildcare's entire online presence is made more contemporary, effective and user-friendly	Review and evaluate the role, content, functionality and user-friendliness of website and social media presence as a prime communication tool	2013
	Examine and cost options for enhancement	2013
	Implement preferred solution	2014
Increased recognition of the Wildcare brand	Review and evaluate the elements which make up the brand and its positioning in the marketplace	2013
	Determine a strategic focus for the brand, promoting key consistent messages emphasising opportunities for engagement	2013
	Identify innovative ways to build the brand through publicity, media, community activities, roadshows, partnerships, events, conferences, social media, e-marketing, strategic alliances and networks as part of the development of the marketing and communication plan	Ongoing





2. Stakeholder and community engagement

Conservation cannot happen without people. The challenge is how Wildcare, as aspiring leading volunteer organisation for conservation in Tasmania, achieves the greatest environmental impact with the most strategic use of limited resources.

Stakeholder and community engagement is a vital strategy and necessity to achieve successful conservation outcomes. It starts with the valued relationship with our principal partner, Parks and Wildlife Service. Engagement creates supporters, partners, advocates, sponsors and champions. Wildcare recognises and accepts that by engaging more people and expanding audience groups, an expectation for, and commitment to, conservation will result. Public awareness and acceptance of the work of Wildcare ensures a deep and broad base of local support that champions conservation excellence, demonstrates passion for getting results and promotes stewardship of Tasmania’s natural and cultural heritage for future generations.

Outcomes	Identified strategic actions	Target year for accomplishment
A stakeholder and community engagement policy is established	In conjunction with Parks and Wildlife Service, ensure appropriate opportunities for participation and engagement are provided for individuals, interest groups, peak organisations and the Tasmanian community	2013
	In conjunction with Parks and Wildlife Service, undertake public participation and stakeholder engagement processes that are transparent, accessible and accountable	Ongoing
	Take advantage of emerging technologies and approaches such as online discussion forums and social media	Ongoing
A new and effective partnership is entered into with the Parks and Wildlife Service	Enter into preliminary discussions with the Parks and Wildlife Service to establish the framework for a new partnership agreement, providing for broader engagement within the agency and covering the next three years	2013
	Identify shared values and protocols to support the agreement	2013
	Reach consensus on scope of agreement	2013
	Establish reporting arrangements	2013



Outcomes	Identified strategic actions	Target year for accomplishment
Increased level of volunteerism for the natural and cultural environment of Tasmania	Promote community engagement in on-ground projects	Ongoing
	Identify and remove any impediments to engagement of volunteers	Ongoing
	Provide quality experiences for volunteers	Ongoing
	Identify successes and tell these stories as part of the marketing and communication plan	Ongoing
Members are well-informed, valued and active in Wildcare activities	Ensure on-ground work is planned, strategic and ongoing	Ongoing
	Provide members with timely information on events, projects and field activities using a range of communication tools	Ongoing
Volunteers are recruited, retained and managed effectively	Prepare and implement a volunteer management policy that reflects best practice	2014
	Review and enhance the information package currently used as a tool to attract and retain volunteers	2014
	Engage with volunteers on an ongoing basis as a vital element of the marketing and communication plan	Ongoing





3. Governance

Wildcare seeks to practise the principles of effective governance at Board of Management level, at its branches and in all its activities. It remains vigilant for opportunities to improve its standard of governance, including the composition, operation and sustainability of its Board of Management.

Outcomes	Identified strategic actions	Target year for accomplishment
Relevant skills are available within the Board of Management and elsewhere to implement this strategic plan	Establish register of the skill sets of Board members	2013
	Identify a range of suitable people with relevant skills required by the Board of Management	Ongoing
	Develop a user-friendly information kit as a professional tool in the recruitment process	2014
	Nurture a pool of people as potential members of the Board of Management	Ongoing
The Constitution and structure of the Board of Management meet contemporary requirements of a growing not-for-profit organisation	Review Board of Management structure and its suitability and flexibility to meet future needs	2014
	Conduct full review of the Constitution and identify where changes are needed	2014
	Implement reforms	2014
Policies are developed to enable Wildcare to be effective, accountable and operating to the highest standards	Conduct an audit of the policy framework of Wildcare	2015
	Review existing policies and update as necessary	Ongoing
	Prepare new policies to address gaps and reflect best practice in governance	2015



Outcomes	Identified strategic actions	Target year for accomplishment
Administrative capacity in terms of skills and resources is sufficient to sustain future growth	Review roles, responsibilities, policies, procedures and resources	Ongoing
	Identify future needs for people, funding and in-kind support	Ongoing
	Monitor grant sources	Ongoing
Board of Management is effective in monitoring operational performance and reviewing and evaluating progress under this strategic plan	Identify the Board of Management's information needs and supporting systems and arrangements	2013
	Review the nature and purpose of current information flows to the Board of Management	2013
	Establish template operational reports and budgets tailored to needs	2013
	Introduce reform of agendas, minutes and support papers to reflect a growing strategic focus by the Board of Management	2014
	Review priorities, address emerging issues and set new directions as required by the changing operating environment	Ongoing
The Board of Management is united, productive, motivated and functioning at an optimal level	Establish key performance indicators to evaluate the Board of Management's performance	2014
	Conduct an annual self-assessment of the performance of the Board of Management	2014 and ongoing thereafter
Directors and Presidents of branches observing best practice in governance and equipped to meet future demands	Identify professional development requirements of Board and branch Presidents in governance	2013
	Offer Directors and branch Presidents the opportunity to participate in professional development programs to enhance skills and address emerging needs	Ongoing



4. *Emerging opportunities*

Recognising the continually changing operating environment, Wildcare accepts the need for timely identification and evaluation of emerging conservation issues. They may arise either as opportunities or serve to highlight new or potential problem areas before their impact becomes extensive and/or irreversible.

It is further recognised and accepted that there are pressures on the conservation of historic heritage places in Tasmania. Emerging opportunities relate mainly to the generation and reinvestment of revenue from adaptive and sensitive re-use, the continued growth of cultural heritage tourism and the greater use of new information and communication technologies.

There is also the broader opportunity that Wildcare offers to progress social inclusion in Tasmania through targeted initiatives and mainstream projects that address cultural barriers and isolation, promote health and wellbeing and build skills and knowledge.

Opportunities do not work to a timetable! Wildcare therefore accepts the need to remain vigilant to identify emerging opportunities and follow established protocols in their investigation and evaluation in association with its partners.

Outcomes	Identified strategic actions	Target year for accomplishment
Wildcare is integrated into the fabric of Tasmanian society as a means to improve health and wellbeing and address disadvantage	Identify and engage partners in health and wellbeing and other sectors that share a social inclusion ethos	2015
	Promote the Wildcare opportunity for volunteering and its link to health and wellbeing	Ongoing
	Identify ways to improve opportunities and remove barriers to volunteering with Wildcare	Ongoing
	Identify and engage with local champions who are working to improve their communities	Ongoing
	Observe social inclusion best practice principles	Ongoing



Outcomes	Identified strategic actions	Target year for accomplishment
Wildcare maintains an active social media presence	Define and research Wildcare's social target market	2014
	Set objectives	2014
	Develop strategy to meet objectives	Ongoing
	Choose social networks and tools to keep strategy on track	Ongoing
	Determine ongoing arrangements for resourcing Wildcare's social media presence	Ongoing
The opportunity to develop an online revenue-generating commercial facility is investigated as part of the review of Wildcare's online presence described under 'marketing and communication'	Develop and cost online shop concept	2014
	Pilot test by selling items on a small scale	2014
	Prepare and evaluate business case	2014
	Prepare business plan if business case proven	2014
In conjunction with Parks, a strategic assessment is conducted to identify and prioritise for business case development under-utilised assets of the Parks and Wildlife Service	Brief Parks and Wildlife Service on project concept	2016
	Identify and prioritise for business case development under-utilised assets in the Parks and Wildlife Service portfolio	2016
	Prepare scoping document	2016
	Investigate feasibility for the generation and reinvestment of revenue from adaptive and sensitive re-use of those assets identified as initial priorities	2016
	Prepare business case on a project by project basis and present to Parks and Wildlife Service	2016
	Prepare business plan if business case proven	Ongoing



5. Sustainability of operations

Sustainability is critical to successful achievement of outcomes. Wildcare is committed to developing sustainable operations, observing prudent financial management and deriving maximum output from available resources.

Outcomes	Identified strategic actions	Target year for accomplishment
A practical fundraising plan is developed and implemented	Prepare a workable fundraising plan to address future needs, including consideration of funding submissions, grant applications, sponsorships, corporate membership packages, donors, bequests and other innovative funding packages	2013
	Develop a range of fundraising tools and packages to support implementation of the plan	Ongoing
A professional fundraising capability is maintained	Register with appropriate sources for grant alerts	Ongoing
	Brainstorm prospects, including private ancillary funds, business and corporate sponsors, philanthropists etc in local, national and international markets	Ongoing
	Prepare a prioritised list of targeted individuals, businesses, corporates and other organisations to approach	Ongoing
	Match strategies with prospects	Ongoing
	Develop a fundraising database	Ongoing
Directors are thoroughly conversant with the finances of Wildcare and are adept at dealing with financial matters	Develop relationships with major donors	Ongoing
	Monitor Directors' needs for professional development in financial matters. This should include making sense of financial reports, financial statements, budgets, business case methodology and financial issues generally	2014
	Identify suitable programs to address such needs and arrange delivery	Ongoing



Outcomes	Identified strategic actions	Target year for accomplishment
<p>In pursuit of organisational sustainability, partners, stakeholders, members, volunteers and advocates are united in a clear shared vision for Wildcare</p>	Engage partners and stakeholders	Ongoing
	Identify and support advocates	Ongoing
	Attract funding	Ongoing
	Listen to and act on feedback	Ongoing
	Ensure membership support is adequately resourced	Ongoing
	Prepare and implement a risk management plan	2015
	Encourage succession planning at branch level	Ongoing
	Apply critical thinking and reflection to all tasks	Ongoing
	Adopt a continuous quality improvement policy	Ongoing
Monitor the current and likely external environment in which Wildcare operates	Ongoing	





'At a glance' implementation timetable (excluding ongoing tasks)

2013

- 🐾 A specific purpose survey on communication with branch Presidents is conducted.
- 🐾 Tools and opportunities to enhance the communication process are identified and evaluated.
- 🐾 Professional development requirements of Board in governance are identified and appropriate programs delivered.
- 🐾 Wildcare's entire online presence is reviewed to make it more contemporary, effective and user-friendly.
- 🐾 The elements which make up the Wildcare brand and its positioning in the marketplace are reviewed and evaluated.
- 🐾 A strategic focus for the Wildcare brand is determined.
- 🐾 A stakeholder and community engagement policy is established.
- 🐾 A new and effective partnership is entered into with the Parks and Wildlife Service.
- 🐾 A register of the skill sets of Board Directors is established.
- 🐾 The Board's information needs are identified.
- 🐾 The nature and purpose of current information flows to the Board are reviewed.
- 🐾 Template operational reports and budgets, tailored to needs, are established.
- 🐾 A practical fundraising plan is developed and implemented.

2014

- 🐾 A practical marketing and communication plan is established.
- 🐾 Communication media in current use are reviewed and evaluated.
- 🐾 Processes, procedures and practices to support delivery of services to members are reviewed and streamlined.



- 🐾 Opportunity for long-term Branch Presidents to become mentors to others is examined and evaluated.
- 🐾 The preferred solution is implemented following the review and evaluation of Wildcare's online presence.
- 🐾 A volunteer management policy that reflects best practice is prepared and implemented.
- 🐾 The information package in use as a tool to attract and retain volunteers is reviewed and enhanced.
- 🐾 A user-friendly information kit is developed as a tool to recruit Board Directors.
- 🐾 A full review of the Constitution is conducted and reforms implemented.
- 🐾 Reform of agendas, minutes and support papers to Board is introduced.
- 🐾 Key performance indicators to evaluate the Board's performance are established.
- 🐾 The first self-assessment of the Board's performance is conducted.
- 🐾 Wildcare's social target market is defined and researched.
- 🐾 Objectives are set in the social target market.
- 🐾 The opportunity to develop an online shop presence is investigated, pilot tested and subject to development of a business plan if business case proven.
- 🐾 Directors' requirements for professional development in financial matters are monitored and suitable programs to address needs are delivered.

2015

- 🐾 An audit is conducted of the policy framework of Wildcare.
- 🐾 New policies to address gaps and reflect best practice in governance are prepared.
- 🐾 Partners in health and wellbeing and other sectors that share a social inclusion ethos are identified and engaged.
- 🐾 A risk management plan is prepared and implemented.



2016

- 🐾 A briefing is conducted with the Parks and Wildlife Service on a project concept to undertake a strategic assessment of under-utilised Parks assets.
- 🐾 Under-utilised assets are identified and prioritised for business case development.
- 🐾 Feasibility of generating and reinvesting income from the adaptive and sensitive re-use of under-utilised assets is evaluated under business case methodology.
- 🐾 Business plans are prepared where business cases are proven.





Review and reporting under this strategic plan

This plan will be used in an ongoing capacity by Wildcare Inc as a framework for decision-making. However, the plan is not set in concrete. Rather, it is a living document, requiring priorities to be reviewed, emerging issues to be addressed and new directions to be set, as changes occur in the operating environment.

We will communicate with stakeholders at strategic intervals, using a variety of media, to report progress under this plan.





To accomplish great things,
we must not only act, but also dream,
not only plan, but also believe.

Anatole France



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