



TASMANIAN
LAND
CONSERVANCY

STRATEGIC PLAN 2020-2025

TASLAND.ORG.AU





2020-2025 STRATEGIC PLAN



The Tasmanian Land Conservancy (TLC) was established in 2001 with \$50 in the bank and a handful of committed volunteers. Since then, we have grown to be one of Tasmania's largest private landholders. We protect and manage nature on our own land, and we work alongside other committed landholders to help them identify, protect and manage nature on their properties.

The TLC is a for-purpose (not-for-profit), apolitical, science and community-based organisation that protects nature on private land in Tasmania.



We extend our thanks to TLC supporters, partner organisations and stakeholders who contributed to the development of the 2020-2025 Strategic Plan.

We acknowledge that this plan builds on previous efforts and we thank all those involved in the journey so far.



**OUR VISION IS
FOR TASMANIA
TO BE A GLOBAL
LEADER IN NATURE
CONSERVATION**



PURPOSE



Through science, community and enduring commitment, we inspire and empower people to conserve nature in Tasmania; we do this for the benefit of current and future human generations and for nature itself.



IN A CHANGING WORLD, OUR WORK IS MORE IMPORTANT THAN EVER.

We hold that nature underpins all life and that our efforts contribute to a future where nature is flourishing, valued and fundamental to Tasmania's character. We believe we achieve more for nature by working with others to apply the best available science in our decision making. We acknowledge the Tasmanian Aboriginal people as the traditional custodians of the lands on which we work and recognise their continuing connection to land, waters and culture. And we strive to harness the connection of all Tasmanians to this land in achieving our vision.



**IN PARTNERSHIP
WITH OTHER
ORGANISATIONS,
COMMUNITIES,
INDIVIDUALS AND
GOVERNMENTS,
THE TLC WILL:**

STRATEGIC INTENT



Conserve areas of high natural value using the best available science applied with adaptability and cultural awareness amid increasing social and environmental change.



Provide diverse and practical ways for people to contribute to and be involved in nature conservation.

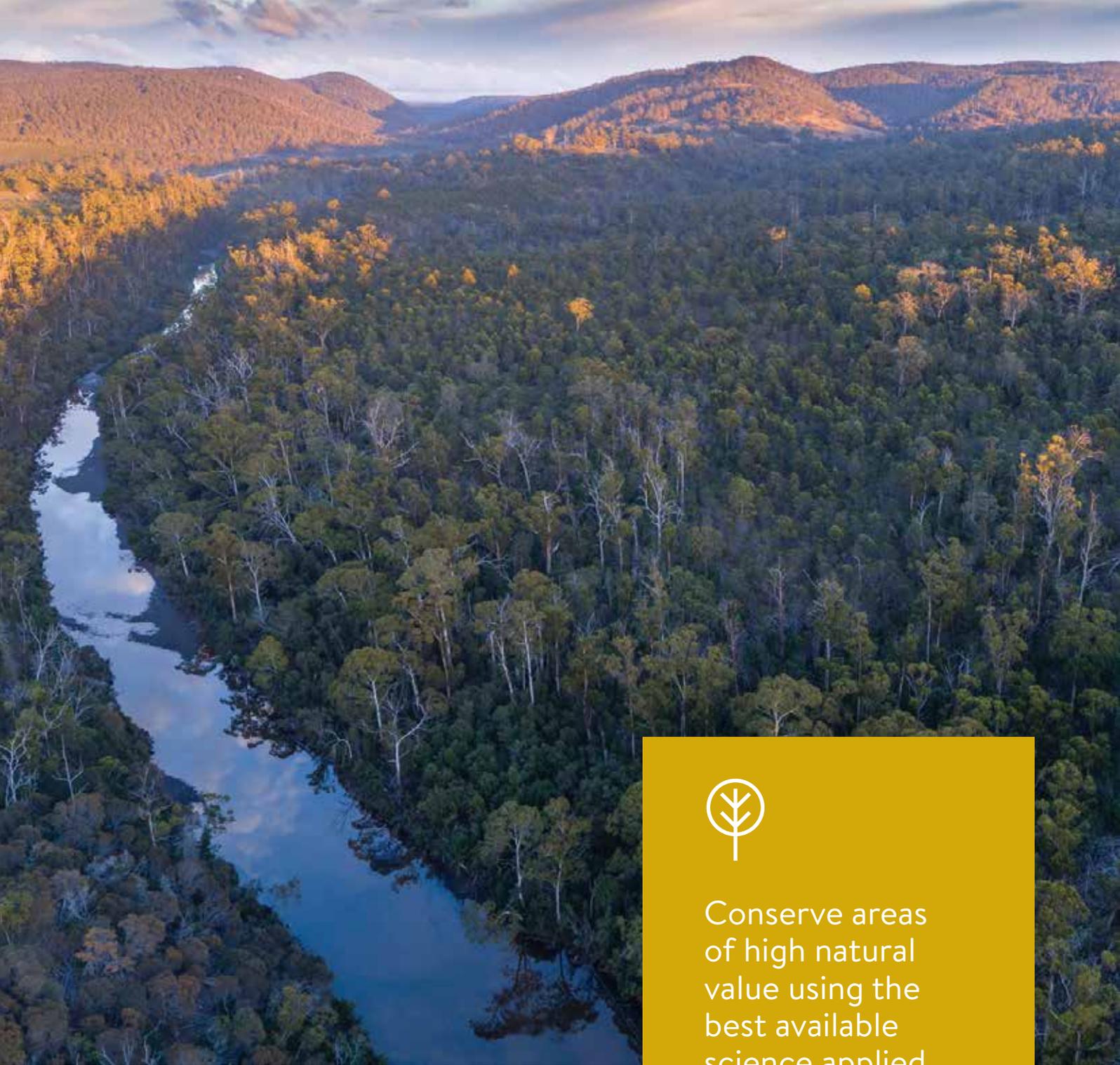


Lead, learn and contribute to global best practice in nature conservation through science, innovation, collaboration and open communication.



Demonstrate the highest standards in everything we do, applying exceptional governance and accountability to our work, while leading with respect, equity and fairness in our workplace and relationships.





NATURE



Conserve areas of high natural value using the best available science applied with adaptability and cultural awareness amid increasing social and environmental change.



NATURE

IMPACT AREA	GOALS	TARGETS	STRATEGIES
NATURE CONSERVATION	<p>G1.1 Conserve and manage an additional 30,000 ha of land for nature conservation.</p>	<p>T1.1.1 10,000 ha of land protected through private reserves.</p> <p>T1.1.2 20,000 ha of other land conserved, influenced and managed for conservation.</p> <p>T1.1.3 25% of conservation land in highest priority category.</p>	<p>S1.1.1 Develop and implement a state-wide Conservation Program Strategy that is informed by the worldclass reserve system (WCRS).</p> <p>S1.1.2 Apply and explore diverse conservation mechanisms and programs to conserve high priority areas identified within the Conservation Program Strategy.</p> <p>S1.1.3 Continue to work with the Tasmanian Aboriginal community to protect areas of natural and cultural value.</p>
CLIMATE RESILIENCE	<p>G1.2.1 Increase the area of land conserved and managed for climate and landscape resilience.</p> <p>G1.2.2 Identify areas within the TLC's existing reserve estate that are conserved and managed for climate and landscape resilience.</p>	<p>T1.2.1 10% of additional area conserved and managed (G1.1) in climate priority landscapes.</p>	<p>S1.2.1 Extend the scope of the WCRS to identify climate priority landscapes to target for conservation effort.</p>
ECOLOGICAL MONITORING	<p>G1.3.1 Base management decisions on ecological monitoring and best available evidence across TLC reserves.</p> <p>G1.3.2 Increase the capacity of ecological monitoring on other privately protected areas and private land.</p>	<p>T1.3.1 The long-term ecological monitoring program is implemented annually across all TLC reserves.</p> <p>T1.3.2 Report annually on the monitoring data, and the condition or trend of the environmental and threat indicators.</p> <p>T1.3.3 10% of Tasmania's privately protected areas are using monitoring systems.</p>	<p>S1.3.1 As an outcome of the Science Strategy develop and implement a Reserves Monitoring Plan.</p> <p>S1.3.2 Continuously improve and adapt the Reserves Monitoring Plan through the Open Standards.</p> <p>S1.3.3 Expand and adapt the existing monitoring programs across other privately protected areas in Tasmania.</p>
CONSERVATION MANAGEMENT	<p>G1.4.1 Maintain ecological values of TLC reserves through effective conservation management.</p> <p>G1.4.2 Stabilise or reduce key threats and threatening processes in TLC reserves.</p> <p>G1.4.3 Increase fire management capacity and capability, to ensure the effective conservation management of TLC reserves.</p>	<p>T1.4.1 TLC Reserve Management Operations Plan developed by 2022, guiding the prioritisation of management activities.</p> <p>T1.4.2 75% of priority ecological indicators are stable or improving on TLC reserves.</p> <p>T1.4.3 75% of priority threat indicators (e.g. fire management, invasive species, illegal access etc) are stable or trending downward on TLC reserves.</p>	<p>S1.4.1 Apply the Open Standards adaptive management framework to inform effective conservation management across TLC reserves.</p> <p>S1.4.2 Invest and adequately resource conservation management activities.</p> <p>S1.4.3 Review, refine and prioritise the ecological and threat indicators on TLC reserves.</p>



PEOPLE



We provide diverse and practical ways for people to contribute to and be involved in nature conservation.



PEOPLE

IMPACT AREA	GOALS	TARGETS	STRATEGIES
COMMUNICATION	<p>G2.1 Inspire and engage new and existing audiences as part of a growing conservation community.</p> <p>G2.2 Understand people's connection to and need for nature.</p>	<p>T2.1.1 Communications Plan developed and initiated by 30 March 2021.</p> <p>T2.1.2 25% increase in people receiving communications across various platforms.</p> <p>T2.1.3 Two major targeted initiatives delivered annually for younger generations (under 50).</p> <p>T2.2.1 Two tailored communications delivered annually responding to community sentiment on specific conservation issues.</p>	<p>S2.1.1 Develop and implement a comprehensive whole-of-organisation Communications Plan, including existing and emerging communication media.</p> <p>S2.1.2 Reach younger audiences through targeted initiatives, including collaborations with the arts, new partnerships and building intergenerational continuity within the TLC community.</p>
PARTICIPATION	<p>G2.3 Provide diverse opportunities that enable people to appreciate and participate in conserving nature.</p> <p>G2.4 Encourage new supporters to be involved in other TLC programs.</p>	<p>T2.3.1 25% growth in participation in conservation, and philanthropy and engagement programs over five years.</p> <p>T2.3.2 25% increase in the total number of people giving and the total value given (\$).</p> <p>T2.4 15% of participants involved in more than one TLC program.</p>	<p>S2.3 Develop and implement a Philanthropy and Engagement Strategy that identifies opportunities to grow the TLC's outreach while garnering philanthropic support through participation and giving.</p>
ENGAGEMENT	<p>G2.5 Enrich the TLC's conservation community by cultivating trust and nurturing relationships with and between supporters.</p>	<p>T2.5.1 Program plans developed and implemented by 30 June 2021.</p> <p>T2.5.2 Four donor events delivered annually.</p> <p>T2.5.3 75% of donors are retained year on year.</p> <p>T2.5.4 75% of TLC reserve neighbours engaged by TLC staff.</p>	<p>S2.5.1 Develop and implement program plans with specific engagement components to broaden interest, and to build and maintain relationships with and between supporters.</p> <p>S2.5.2 Develop and implement a Good Neighbour Plan to engage and work with neighbouring landholders.</p>



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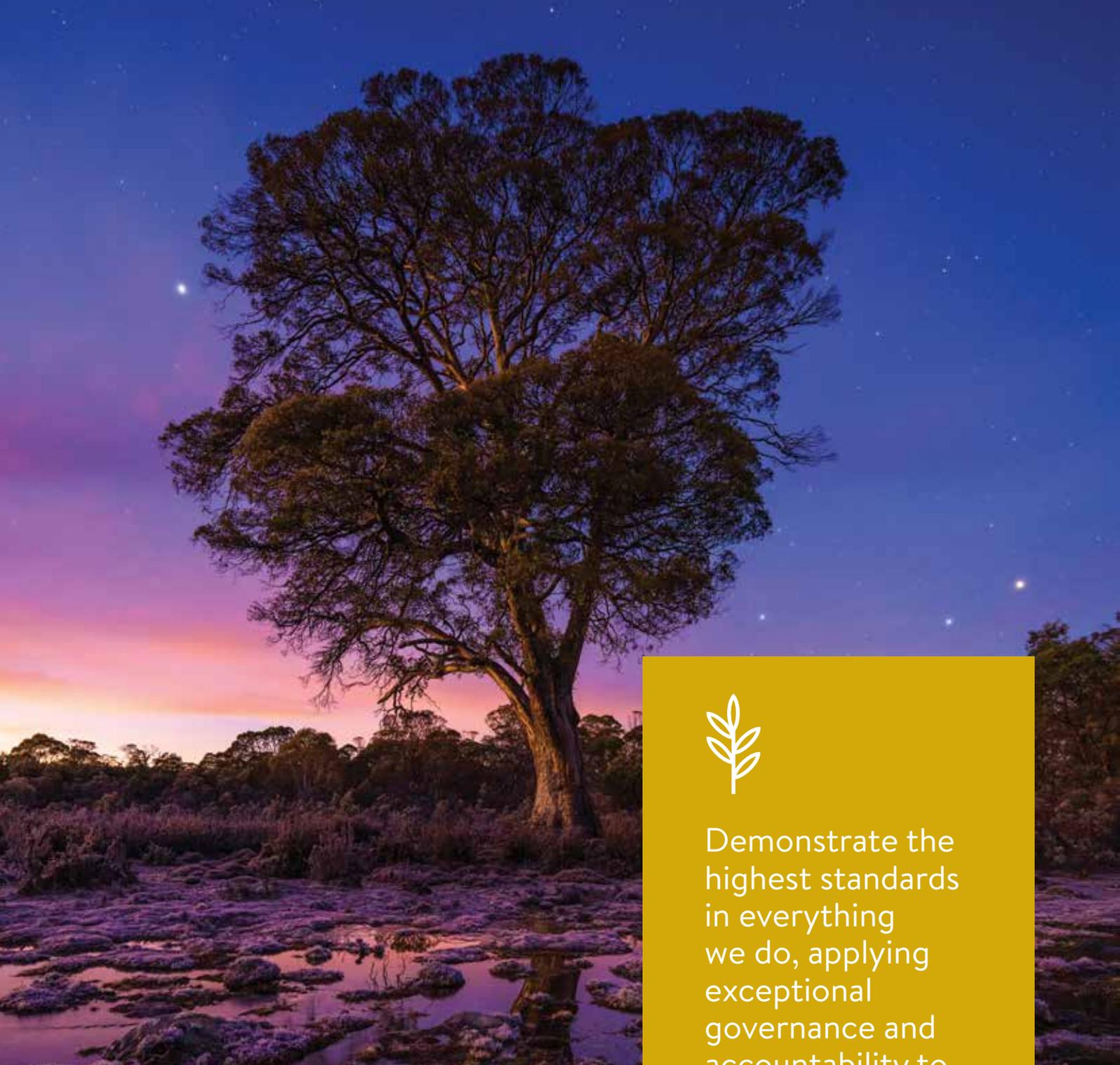
INFLUENCE





INFLUENCE

IMPACT AREA	GOALS	TARGETS	STRATEGIES
KNOWLEDGE	<p>G3.1 Contribute to and lead best practice nature conservation through science and applied research.</p> <p>G3.2 Maintain and expand research collaborations to build and share knowledge.</p>	<p>T3.1.1 Two new research projects or collaborations annually.</p> <p>T3.1.2 Five peer-reviewed journal publications, conference presentations, or technical reports that highlight TLC research, collaboration and conservation science to the wider community annually.</p> <p>T3.2 Two postgraduate students or internships collaborating with TLC staff on research relevant to conservation and management annually.</p>	<p>S3.1.1 As an outcome of the Science Strategy, develop a Research and Knowledge Plan to guide future priorities for research collaboration and partnerships, and engage with the wider conservation science community.</p> <p>S3.1.2 Use citizen science to obtain meaningful, useful data to advance scientific understanding which can be applied to nature conservation objectives.</p> <p>S3.2.1 Engage leading conservation experts in the Conservation Science and Planning Advisory Council to provide expert advice and peer review.</p>
PARTNERSHIPS	<p>G3.3 Maintain and expand partnerships to advance nature conservation outcomes.</p>	<p>T3.3.1 Five new partnerships by 2025.</p>	<p>S3.3.1 Nurture existing and develop new partnerships to promote and achieve the TLC's purpose.</p> <p>S3.3.2 Work collaboratively with others to achieve mutually beneficial outcomes through a shared-values approach.</p>
STEWARDSHIP	<p>G3.4 Build the capacity and capability of conservation landholders to be effective stewards of the land they manage.</p>	<p>T3.4.1 500 landholder interactions by 2025.</p>	<p>S3.4.1 Develop and implement a Conservation Programs Strategy that acknowledges the important role landholders make to conservation.</p> <p>S3.4.2 Support and encourage the social networks of conservation landholders through the sharing of knowledge and advice to build capacity.</p>



Demonstrate the highest standards in everything we do, applying exceptional governance and accountability to our work, while leading with respect, equity and fairness in our workplace and relationships.

EXCELLENCE





EXCELLENCE

IMPACT AREA	GOALS	TARGETS	STRATEGIES
PEOPLE & CULTURE	G4.1 Attract, retain and develop talented and passionate people.	T4.1.1 Be recognised as a Tasmanian Employer of Choice by 2023.	S4.1.1 Through the implementation of a People and Culture Policy and Plan, encourage open and transparent communication where excellence is nurtured, inquiry encouraged, and achievements celebrated.
	G4.2 Provide a safe and supportive workplace with effective systems and resources to empower our staff to participate, learn and thrive.	T4.2.1 80% of staff score their wellbeing and engagement as 'satisfied' or greater.	S4.2.1 Invest in systems and resources that look after the wellbeing of our people, including their safety.
ORGANISATIONAL RESILIENCE	G4.3 Build financial sustainability and organisational resilience.	T4.3.1 Mix of income sources with no more than 50% of total income from any one source.	S4.3.1 Develop and implement a Business Leadership Strategy based on diverse income streams and organisational efficiency.
	G4.4 Fully fund the effective conservation management of the TLC reserves via the TLC Foundation.	T4.4.1 100% of TLC reserves' effective conservation management costs funded by the TLC Foundation by 2025.	S4.3.3 Continue to implement and investigate conservation finance approaches, including biodiversity markets. S4.4.1 Build, monitor and review the portfolio of investments within the TLC Foundation.
COMMUNITY TRUST	G4.5 Apply the highest level of transparency and best-practice governance.	T4.5.1 Board members score an average of 'distinctive' for effectiveness and are in the top 10% of each sector for satisfaction on the McKinsey self- assessment tool (or equivalent).	S4.5.1 Seek outstanding board members with a diverse range of specialised skills.
	G4.6 Ensure the highest level of scrutiny of financial systems and management of funds to achieve the best return on every dollar.	T4.5.2 100% of strategies, plans and policies implemented, reviewed and updated by 2022.	S4.5.2 Maintain, review and update (bi-annually) the TLC Risk Register and Risk Management framework.
		T4.6.1 General Purpose Financial Statements are prepared using Tier 2 - Australian Accounting Standards by 2022.	S4.5.3 Maintain, review and update organisational plans; including strategic plan, operational strategies, program plans and TLC policies. S4.5.4 Implement a Communications Plan to ensure open and regular communications to TLC supporters, partners and the wider community (see S.2.1.1). S4.5.5 Continue to improve the quality and consistency of financial reporting.
TECHNOLOGY	G4.7 Utilise technology to drive continuous improvement, innovation and organisational efficiency.	T4.7.1 Develop and initiate a Technology and Innovation Plan by 2021. T4.7.2 Two new major technologies implemented across TLC.	S4.6.1 Invest in building the digital capacity and capability of the TLC. S4.6.2 Improve the digital dexterity of TLC staff by supporting the effective use of existing and emerging technologies.



WORKING LOCALLY THINKING GLOBALLY

Our vision is for Tasmania to be a global leader in nature conservation. To fulfil this vision, we will communicate our activities and impact to a global audience. This requires the use of a clear common language to capture, assess and report our outcomes, to demonstrate our impact to others, and contribute to understanding of best practice at a global level.



Globally, a shared set of international goals, called the Sustainable Development Goals (SDGs), is increasingly being used to help understand how our actions make a difference through the lens of shared global indicators. Launched by the UN in 2015, the SDGs are made up of 17 overarching goals that set out a global aspiration for peace and prosperity for people and the planet, now and into the future. The value of the SDGs is their coverage of a broad spectrum of social, economic and environmental health and wellbeing indicators, as well as the use of a shared language and set of aspirations that can be communicated across organisations, industries and countries. Over the next five years the TLC will recognise the alignments of our strategic goals and activities with the relevant SDGs.

We will report our contributions to these goals in our annual report, and through the Australian SDG website - sdgs.org.au.





APPENDIX





**PROGRESS
AGAINST
2016-2020
STRATEGIC
PLAN**



MEASURE

ACHIEVED

MISSION 1: PROTECTING NATURE

G1.1 By 2020, in partnership with other private landholders, the TLC will manage an additional 25,000 ha of the highest priority areas for nature conservation in Tasmania

37,341 ha including 17,204 ha of Land for Wildlife program handover from DPIPWE, as well as 1,048 ha of unsold land held within the Revolving Fund

G1.2 By 2017, the TLC will develop a plan to secure remaining areas required for a world-class system of reserves

Plan developed

MEASURE

ACHIEVED

MISSION 2: LOOKING AFTER NATURE

G2 Adaptive reserve management will be effective and reported on annually

Achieved - information captured guides our conservation management priorities

G2.1 By 2020 all high priority reserve management strategies identified in management plans are resourced and implemented annually

Most high priority reserve management implemented

G2.2 By 2020 90% of identified "high priority target" ecosystems and species in the TLC's reserved areas are considered to be in 'very good' condition and stable or trending upward

Ecological monitoring ongoing across the TLC's conservation estate. Over 90% of identified key conservation target ecosystems and species monitored in the TLC's reserved areas are either in 'very good' condition, stable or trending upward (2019-20)

MEASURE

ACHIEVED

MISSION 3: KNOWING NATURE

G3.1 Develop the TLC's Conservation Science and Planning Strategy by the end of 2016

Achieved

G3.1.1 Information systems and decision support tools routinely used to achieve a world-class reserve system (WCRS)

The WCRS routinely informs new property acquisitions

G3.1.2 Citizen-science monitoring across 10% of Tasmania's private reserve estate by 2020

Over 400 properties have participated in the citizen science program WildTracker with two large scale commercial trials underway

G3.1.3 Private protected lands used to support research that directly informs effective conservation management, and which annually generates three high-level communications

Ten ongoing projects including research on recreational hunting impacts on fallow deer, fallow deer on native vegetation communities, acoustic monitoring, sugar glider predation of swift parrots, cat management on Bruny Island, impact of global warming on grasslands and Tasmanian devil monitoring. Three high level communications achieved annually

G3.2 By 2016, TLC participation in local, national and international forums will facilitate the exchange of knowledge for collaborative conservation outcomes

Achieved - staff presenting at various national, state and local forums, and involved in peer-reviewed publications and technical reports

MEASURE

ACHIEVED

MISSION 4: INNOVATING FOR NATURE

G 4.1 The TLC will be recognised by staff, supporters and others as having a culture of innovation

Research measuring if staff and supporters recognise the TLC as having a culture of innovation has not been undertaken

G4.2 At least two mechanisms new to the TLC will be engaged to achieve nature conservation

The TLC is now delivering the long-standing Land for Wildlife program and the new citizen-science, ecological monitoring initiative, WildTracker. New possibilities are being explored in the natural capital accounting space with Accounting for Nature, the CSIRO and Latrobe University

G4.3 The TLC will expand returns from ecosystem service enterprises

The New Leaf Carbon Project (NLCP) continues to provide income through the sale of carbon credits



MEASURE

ACHIEVED

MISSION 5: INVOLVING PEOPLE

G5.1 The TLC's volunteer strategy provides the opportunity for volunteers to contribute more than 2,000 days per year towards the TLC's conservation activities by 2020	Consistently fewer volunteer days completed annually than the target. Not all activities are suitable to involve volunteers
G5.2 By 2016 the TLC's communications plan is developed and:	Achieved
G5.2.1 At least 10,000 people receive regular TLC communication by 2020	Target achieved with a larger proportion of people receiving communication through social media channels. The TLC quarterly newsletters remain key collateral
G5.2.2 At least 50% of Tasmanians will be aware of the TLC and its nature conservation work, with awareness on an upward trend nationally and internationally	Outreach growing however research has not been completed to assess market awareness
G5.3 By the end of 2017, measurement of the cultural, community and commercial benefits of nature conservation will be possible	Individual annual reserve reports continue to measure and report community involvement and visitation in each of our reserves
G5.3.1 By 2020 all of the TLC's reserve management plans refer to and, where appropriate, provide for opportunities and measures for cultural, community and commercial benefits of nature conservation, provided that those opportunities benefit nature itself	Achieved - reserve management plans refer to and where appropriate provide for opportunities and measures for cultural, community and commercial benefits
G5.3.2 By 2020 at least 10% of Tasmanians identify as gaining a community, cultural or commercial benefit from nature	Research not conducted to measure this target
G5.4 By 2020 the TLC's Fundraising Plan has achieved:	
G5.4.1 The TLC's active donor base is greater than 2,000	Active donor base has been consistently less than this target. Giving channels have changed whereby one gift may include many contributions, ie peer-to-peer fundraising activities or other aggregated giving avenues
G5.4.2 Annual income from donations of at least \$2,000,000 per annum, including:	Achieved
G5.4.2.1 At least \$1.2 million from donations under \$100,000	A larger proportion of the TLC's philanthropic income is coming from major donations however, on average over the five years of the strategic plan at least \$1.2 million has been received from donations under \$100,000
G5.4.2.2 At least \$500,000 from gifts to the TLC Foundation and bequests combined	On average over the five years of the strategic plan, at least \$500,000 has been gifted to the TLC Foundation and in bequests combined
G5.5 Return on investment is at least 300% for fundraising activities	Achieved - the ROI for fundraising activities has been consistently over 300%

MEASURE

ACHIEVED

MISSION 6: LEADING FOR NATURE

G6.1 By 2016 the TLC has developed and implemented a Good Governance Plan that includes:

In 2017-2018 the Risk and Audit Committee endorsed and board approved the TLC's Good Governance Policy

G6.1.1 Good governance principles (Australian Standard 8000 – 2003) applied and exceeded from 2016

100% relevant principles applied. Work towards exceeding relevant principles is underway through current internal review

G6.1.2 Board and sub-committee members score "Distinctive" on average for effectiveness and in top 10% of each sector for satisfaction on the McKinsey self-assessment tool by 2016

Long form survey completed by majority of the TLC Board for the last three years and an average of "Distinctive" achieved

G6.1.3 Staff members score 80% on average for performance and in the top 10% of each sector for satisfaction on the TLC's performance and satisfaction review criteria by 2016

Achieved

G6.1.4 An annually reported and reviewed risk assessment and management framework that identifies and effectively mitigates strategic and organisational risks

Risk register has been re-developed by senior management and the Risk and Audit Committee, approved by the board and implemented

G6.1.5 Less than 5% of the TLC's total expenditure will be spent on administration

Budgeting and financial reporting for 2021 FY will see the TLC step closer to the implementation of AASB 8 (operating segments). This will improve the interrogation of our accounts at increased resolution

G6.2 By 2020, long-term financial sustainability is achieved based on diverse income streams and a sustainable business model including:

On track with income sources including the sale of Australian Carbon Credit Units, philanthropy, grant funding, and the Revolving Fund program

G6.2.1 The TLC's Foundation and Endowment Funds will fully support the TLC's effective conservation management of the TLC reserve estate

Disbursements covered over 70% of costs for effective ongoing conservation management (reserve management and ecological monitoring) of the TLC reserve estate in 2019-20

G6.2.2 Private land conservation projects or programs are at least self-sustaining, through business activities (including providing services to government) or fundraising

Revolving Funds, Stewardship and Monitoring (DPIPWE) and New Leaf programs are currently self-sustaining. MCF is a self-sustaining program via fundraising and support from Bush Heritage. WildTracker revenue has begun from commercial applications

G6.2.3 Fundraising and business activities support 100% of the TLC's fundraising and business administration expenses

Fundraising activities support 100% fundraising expenses. Administration expenses are funded from fundraising and surplus from conservation business activities



