



# 2016-2020 STRATEGIC PLAN



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This Strategic Plan builds upon the Tasmanian Land Conservancy's (TLC) previous plans for 2005–2010 and 2011–2015. A summary of achievements under these plans appears in Appendix A.

Thank you to all our supporters who participated in the review of this Strategic Plan, whether by providing personal comment, completing a supporter survey, attending a workshop, or in other ways. We hope this plan reflects your vision for the future of the TLC's nature conservation work.





2050 VISION

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



# 2050 MISSION

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

- |  |   |
|--|---|
| <b>1</b> Take a leadership role in building a landscape-scale approach to conservation, including a world-class system of reserves | <b>4</b> Develop and implement innovative mechanisms for achieving nature conservation  |
| <b>2</b> Demonstrate excellence in management for nature conservation  | <b>5</b> Provide opportunities and mechanisms for communities and individuals to achieve nature conservation                                |
| <b>3</b> Contribute to Tasmania becoming a centre for knowledge in nature conservation and planning                                | <b>6</b> Demonstrate organisational leadership through exceptional governance, a positive working environment, and financial sustainability |
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# VALUES

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AT THE TLC WE VALUE:

**Nature** – for nature’s sake and for the benefit of humankind.

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**People** – we respect the diversity of people, cultures and communities and we treat each other equally and fairly.

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**Inquiry** – science, research, curiosity and questioning leads to innovation.

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**Collaboration** – we can achieve more for nature conservation in partnership than on our own.

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**Transparency and accountability** – our supporters put their faith and trust in us to deliver nature conservation results.

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**Individual responsibility and autonomy** – to support a culture of leadership within and outside our organisation.

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**Efficiency, effectiveness and results** – because we are passionate about achieving nature conservation for nature itself and for the wellbeing of people, now and in the future.

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2050 MISSION 1:

# PROTECTING NATURE

## 2020 GOALS

**G1.1** By 2020, in partnership with other private landholders, manage an additional 25 thousand hectares of the highest priority areas for nature conservation in Tasmania

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

## 2020 STRATEGIES

**S1.1** Complete and implement a state-wide, landscape-scale plan that includes a world-class system of reserves

**S1.2** Enhance existing strategies to protect private land in Tasmania, including:

**S1.2.1** Establishing a 'nature bank' of at least \$2 million to fund new TLC permanent reserves

**S1.2.2** Establishing a permanent revolving fund mechanism of at least \$10 million

**S1.2.3** Creating a private land conservation fund for voluntary and incentive-based private land covenants and agreements

**S1.2.4** Exploring new mechanisms to achieve nature conservation

**S1.2.5** Providing ongoing, well-resourced stewardship and monitoring for reserve establishment.

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TAKE A LEADERSHIP ROLE IN BUILDING A LANDSCAPE-SCALE APPROACH TO CONSERVATION, INCLUDING A WORLD-CLASS SYSTEM OF RESERVES



# LOOKING AFTER NATURE

## 2020 GOALS

**G2.1** Adaptive reserve management will be effective and reported on annually:

**G2.1.1** By 2020, all high priority reserve management strategies identified in management plans will be resourced and implemented annually

**G2.1.2** By 2020, 90 percent of identified 'high priority target' ecosystems and species in the TLC's permanent reserves will be considered to be in 'very good' condition and stable, or trending upward.

## 2020 STRATEGIES

**S2.1** Ensure all TLC permanent reserves have an Open Standards management plan that is being implemented, reviewed and adapted annually

**S2.2** Continue implementing the TLC's long-term ecological monitoring program to:

**S2.2.1** Inform effective conservation management across all TLC permanent reserves

**S2.2.2** Provide support for planning and adaptive management of other private lands

**S2.3** Mobilise volunteers, technology and innovative communication techniques (including citizen science) to engage the community in reserve-based activities, and measure the success of those activities

**S2.4** Continue to promote and participate in managing regional-scale threats (such as fire, invasive species and disease) across tenures and boundaries.

# 2

DEMONSTRATE EXCELLENCE  
IN MANAGEMENT  
FOR BIODIVERSITY  
CONSERVATION





## 2050 MISSION 3:

# KNOWING NATURE

## 2020 GOALS

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

**G3.1.1** Information systems and decision support tools routinely used to achieve a world-class system of reserves

**G3.1.2** Citizen science monitoring across ten percent of Tasmania's private reserve estate by 2020

**G3.1.3** Private protected lands used to support research for effective conservation management, generating three high-level communications annually

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

## 2020 STRATEGIES

**S3.1** Encourage and support collaborative research projects, especially on TLC land, driven by management needs

**S3.2** Continue to collaborate with partner and academic organisations to develop and expand conservation research, planning and education

**S3.3** Explore the potential for field study facilities on TLC reserves

**S3.4** Increase the use of social media to help connect with younger people and to engage a wider audience.

# 3

CONTRIBUTE TO TASMANIA BECOMING A CENTRE FOR KNOWLEDGE OF NATURE CONSERVATION AND PLANNING



2050 MISSION 4:

# INNOVATING FOR NATURE

## 2020 GOALS

**G4.1** The TLC will be recognised by staff, supporters and others as having a culture of innovation

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

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

## 2020 STRATEGIES

**S4.1** Partner with state, national and international institutions to create ambitious solutions for nature conservation challenges

**S4.2** Ensure that the TLC develops and maintains entrepreneurial talent

**S4.3** Develop and implement processes to support innovative thinking

**S4.4** Continue to be part of national and/or international ecosystem service markets

**S4.5** Investigate, plan and implement nature conservation and ecosystem service business enterprises, including, but not limited to: reserve visitation/tourism, water rights/markets, biodiversity markets, and reserve services markets.

# 4

DEVELOP AND IMPLEMENT INNOVATIVE MECHANISMS FOR ACHIEVING NATURE CONSERVATION





# 5

## PROVIDE OPPORTUNITIES AND MECHANISMS FOR COMMUNITIES AND INDIVIDUALS TO ACHIEVE NATURE CONSERVATION

### 2050 MISSION 5:

# INVOLVING PEOPLE

## 2020 GOALS

**G5.1** The TLC's volunteer strategy will provide an opportunity for volunteers to collectively contribute more than 2,000 days per year towards the TLC's conservation activities by 2020

**G5.2** By the end of 2016, the TLC's communications plan will be developed to achieve the following:

**G5.2.1** At least ten thousand people will receive regular TLC communication by 2020

**G5.2.2** At least 50 percent of Tasmanians will be aware of the TLC and its nature conservation work, with awareness on an upward trend nationally and internationally

**G5.3** By the end of 2017, measurement of the cultural, community and commercial benefits of nature conservation will be possible

**G5.3.1** By 2020, all TLC reserve management plans will refer to and, where appropriate, measure and provide opportunities for cultural, community and commercial benefits from nature conservation, provided those opportunities benefit nature itself

**G5.3.2** By 2020, at least ten percent of Tasmanians will identify as gaining a community, cultural or commercial benefit from nature

**G5.4** By 2020, the TLC's Fundraising Plan will have achieved:

**G5.4.1** An active donor base of more than two thousand

**G5.4.2** An annual income from donations of at least \$2 million, including:

**G5.4.2.1** At least \$1.2 million from donations under \$100 thousand

**G5.4.2.2** At least \$500 thousand from gifts to the TLC Foundation and bequests combined

**G5.4.3** A return on investments of at least 300 percent from fundraising activities.





## 2050 MISSION 5 CONT.

# INVOLVING PEOPLE

## 2020 STRATEGIES

**S5.1** Develop indices for the measurement of the cultural, community and commercial benefits of nature conservation

**S5.2** Ensure that enabling, measuring and communicating cultural, community and commercial benefits from nature conservation are integrated into all of the TLC's strategies, plans and procedures

**S5.3** Continue to partner in projects and programs that enable cultural, community and commercial benefits from nature conservation activities

**S5.4** Promote existing and new innovations to increase financial support for the TLC's nature conservation work

**S5.5** Establish memoranda of understanding with peak landscape-scale governance and management bodies to integrate the TLC-facilitated cultural, community and commercial benefits of nature conservation into their areas of interest. In doing so, facilitate the integration of the cultural, community and commercial benefits of nature into their respective areas of interest

**S5.6** Increase annual publicity and brand recognition of the TLC by further resourcing the development and implementation of a communications plan

**S5.7** Increase local community support by further resourcing the implementation of a volunteer strategy that includes volunteering opportunities for reserve-based activities, and most other aspects of the TLC's work

**S5.8** Continue to undertake annual reserve-based activities annually with the primary objective of engaging a diverse representation of Tasmanian communities, which will motivate them to encourage others to support the TLC's conservation work

**S5.9** Facilitate periodic community surveys to measure the success of the TLC's engagement activities

**S5.10** Develop and implement a process to efficiently and regularly collect new supporter information from all TLC staff-supporter interactions

**S5.11** Provide consistent and regular opportunities for support through all TLC communications

**S5.12** Premise the TLC's social media strategy on the ability to donate directly through social media channels

**S5.13** Continue to promote giving through the bequest, major gifts, regular giving and TLC Foundation programs

**S5.14** Develop and implement processes to regularly analyse and report on returns from investments for all fundraising activities.

Opposite: TLC scientist Matt Taylor assisting volunteer Conamara Burke in photopoint monitoring. Photo: Matthew Newton



2050 MISSION 6:

# LEADING FOR NATURE

## 2020 GOALS

**G6.1** By 2016, the TLC will have developed and implemented a Good Governance Plan that includes:

**G6.1.1** Good Governance Principles (Australian Standard 8000 – 2003) applied from and extended beyond 2016

**G6.1.2** Board and sub-committee members will score ‘distinctive’ on average for effectiveness, and in the top ten percent of each sector for satisfaction on the McKinsey self-assessment tool

**G6.1.3** Staff members will score 80 percent on average for performance and in the top ten percent of each sector for satisfaction when measured against the TLC’s performance and satisfaction review criteria

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

**G6.1.5** Less than five percent of the TLC’s total expenditure will be spent on administration

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

**G6.2.1** The TLC’s Foundation Fund and endowments will fully support the effective conservation management of the TLC reserve estate

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

**G6.2.3** Fundraising and business activities will support 100 percent of the TLC’s fundraising and business administration expenses.

# 6

DEMONSTRATE ORGANISATIONAL LEADERSHIP THROUGH EXCEPTIONAL GOVERNANCE, A POSITIVE WORKING ENVIRONMENT AND FINANCIAL SUSTAINABILITY





2050 MISSION 6 CONT.

# LEADING FOR NATURE

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## 2020 STRATEGIES

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**S6.1** Maintain, regularly review and implement new plans including: a Good Governance Plan; a five-year Strategic Plan; a risk assessment and management framework; an annual Business Plan and budget; an annual Fundraising Plan; an annual Conservation Plan; and TLC policies and procedures, including workplace health and safety

**S6.2** Continually seek outstanding personnel as TLC staff, board and sub-committee members, and maintain an empowering team and leadership culture throughout the organisation

**S6.3** Maintain a robust and responsive performance review and professional development process for the board and staff

**S6.4** Continue to build, monitor and review a portfolio of investments for the organisation that underpins private land conservation and the long-term management of the TLC's permanent reserves

**S6.5** Encourage a culture of innovation, enquiry, analysis and brand protection

**S6.6** Ensure all administration systems are efficient and characterised by simplicity.

Opposite: Mountain white gum (*Eucalyptus dalrympleana*) Five Rivers Reserve. Photo: Arwen Dyer



# APPENDIX A

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## STRATEGIC PLAN 2011–2015

VISION: FOR TASMANIA  
TO BE A GLOBAL  
LEADER IN NATURE  
CONSERVATION AND  
SUSTAINABILITY

## PROGRESS AGAINST PREVIOUS STRATEGIC GOALS AND STRATEGIC PLANS

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MEASURE	ACHIEVED
<b>Landscape-scale approach to conservation</b>	
By 2050, Tasmania’s network of protected areas will ensure the potential for the expression of all forms of biodiversity and ecosystem services	Land used as surrogate measure because detailed measurement of biodiversity indicators and ecosystem services not achieved. Total protected areas achieved with TLC’s input is 53,787 hectares
By 2050, Tasmania’s protected area network will contribute to the economic and social wellbeing of Tasmanians into the future	The TLC annual reserve reports are now calculating revenue generated to local communities through the TLC’s conservation activities. Social wellbeing targets will be developed in the future
By 2025, the TLC will take a leading role in formally or otherwise conserving over 80 percent of the identified priorities for an effective and systematic conservation and reserve system	Progress toward the long-term goal underway, and staged biodiversity indicators and ecosystem service metrics in development
By 2012, have measurable criteria and priorities for a reserve and sustainably managed lands network	In 2015, measurable World-Class Reserve System criteria were finalised. They are currently being refined to reflect future priority reservation needs
By end-2012, the TLC will use measurable criteria and priorities at a state-scale as a basis for its programs, activities and monitoring of progress.	The PAPL Prioritisation Metric (PPM) was completed in 2010 and is routinely used to establish property priorities and program development. This will be replaced by updated methodology in 2015-16.



# PROGRESS AGAINST PREVIOUS STRATEGIC GOALS AND STRATEGIC PLANS

MEASURE	ACHIEVED
<b>Demonstrate excellence in management for biodiversity conservation</b>	
Management effectiveness is evidence-based and reported annually by 2012	Formal annual Management Plan review and reporting in place
By 2020, over 75 percent of high priority reserve management activities resourced and implemented annually	By 2014, 75 percent achieved annually
Eighty percent of the TLC's ecosystem and species targets are healthy and viable by 2020	An ongoing, long-term monitoring program has been developed and will determine the ongoing health and viability of conservation targets  Baseline monitoring is currently being implemented across reserves to determine current condition of conservation targets
By 2015, volunteers will collectively contribute over 1,500 days per year.	Structured opportunities provided for 185 volunteers across 12 TLC properties equal to 5981 volunteer hours and 27 activities.
<b>Contribute to Tasmania becoming a centre for knowledge and expertise for nature conservation and planning</b>	
By 2020, the TLC will be a world-respected institution for conservation research, planning and education	The Protected Area Learning and Research Collaboration (PALRC) was launched in 2014 ( <a href="http://www.palrc.com">www.palrc.com</a> ) and the TLC helped deliver the first course in Feb 2015 using the Five Rivers Reserve as its case study
By 2015, TLC reserves will be used to support conservation land management research, annually generating three reports and/or peer reviewed journal papers.	By 2014-15, 16 diverse research programs were underway and five publications generated which can now be seen at <a href="http://www.tasland.org.au">www.tasland.org.au</a> .

MEASURE	ACHIEVED
<b>Develop and implement innovative mechanisms for achieving sustainability and biodiversity conservation</b>	
	Ongoing implementation of the Midlands Conservation Fund
	Capital appreciation via interest returned to the TLC Foundation
	Continued return on the New Leaf Project (partnering with the Elsie Cameron Foundation)
	Five Rivers Reserve and Foundation established (partnering with Conservation International and BHP Billiton)
	Three revolving funds operating
	Carbon project developed and implemented over 12,143 hectares
	Ecosystem services framework explored for Tasmania
	Successful Skullbone Experiment exhibitions and events (Sydney and Launceston)
	Achieved
On a five-year average more than 33 percent of the TLC annual income generated through conservation/sustainability business activities	
By 2020, the area of sustainably managed lands influenced by the TLC and maintained for conservation is five percent of Tasmania's private land (125,000 hectares)	Over 48,000 hectares maintained for conservation in 2016
By 2015, position the TLC to be part of national and international carbon markets	Carbon project developed over 12,143 hectares, avoiding the emission of 73,771 TCO <sub>2</sub> e with carbon credits purchased by Virgin Australia
Implement visitation and tourism programs that generate support and income for the TLC	Achieved through camping trips, RiverFly, Wildbike Tours, Skullbone tent platforms, Skullbone Experiment
Implement sustainable resource-based business enterprises.	Achieved though gravel quarries, firewood collection, New Leaf Carbon Project and feral species hunting permits.



## PROGRESS AGAINST PREVIOUS STRATEGIC GOALS AND STRATEGIC PLANS

MEASURE	ACHIEVED
<b>Provide opportunities and mechanisms for communities and individuals to achieve conservation</b>	
By 2020, at least 50 percent of Tasmanians will know the TLC as a key Tasmanian conservation organisation	Steady increase in media mentions and social media support, with metric in development for further monitoring
Twenty thousand supporters receiving regular TLC mailings by 2020	Over 4200 individuals or households receiving regular TLC mailings by end-2015
Five thousand donors by 2020	827 active donors by mid-2015
\$2 million per year from donations less than \$100 thousand by 2020	Over \$700 thousand per year from donations more than \$100 thousand at end-2015
Total annual income from gifts and bequests over five years of \$3 million	Average annual income from gifts and bequests equals \$2,644,580 over five years
By 2020, 30 percent of Tasmanians who own more than 50 hectares of land have regular interactions with the TLC that raises awareness of conservation issues and opportunities.	PAPL property visits equaling 205 (78 new contacts, 93 stewardship visits and 34 vegetation condition assessments) plus ten revolving fund approaches.
<b>Be an organisation characterised by exceptional governance, a positive working environment and financial sustainability</b>	
Staff and volunteer satisfaction in top ten percent of sector in all areas	Progressive and integrated staff performance reviews occur every six months, including (staff) personal development
Board effectiveness rating of 'distinctive' by 2015 and satisfaction in top 10 percent of sector in all areas	Our board members scored 'distinctive' in 35/40 metrics using the McKinsey management tools.
Good Governance Principles (Australian Standards 8000 – 2003) applied and exceeded in board operations by 2015	Ongoing TLC implementation of AS 8000, plus several board members completing Australian Institute of Company Directors course

MEASURE	ACHIEVED
Financial sustainability achieved by 2015 where:	
A Business Plan drives 33-50 percent of income generation from diverse sources including TLC business activities	Achieved
A Fundraising Plan drives 33-50 percent of income generation from fundraising activities	Achieved
A foundation generates 100 percent of income for the TLC's effective reserve management	Approx. 95 percent achieved
Administration expenses are less than five percent of the TLC's total expenditure	Four percent in 2015
The TLC is stamp duty exempt by 2015.	Not yet granted.







