

# ***FUTURE DIRECTIONS 2008 – 2010:***

## **The Strategic Plan of the NSW Wildlife Council Inc.**

### **Introduction**

The NSW Wildlife Council (NWC) was formed in 2005 to act as the peak representative body for licensed wildlife rehabilitators in New South Wales. The vast majority of eligible groups have since joined the Council, with their combined membership representing over 95% of all licenced wildlife rehabilitators in NSW. Individual licence holders are treated as a group. About 30 such licencees have registered their affiliation. One representative nominated by each member group comprises the Council.

During the first year of its operation, the Council concentrated on matters associated with its legal entity and internal processes, and exploring ways in which to engage its stakeholders. A few priority issues including state-wide public liability and personal risk insurance coverage were investigated and successfully negotiated.

Other issues were also addressed as they presented themselves. In early 2007 it became clear that a more strategic and planned approach was needed.

### **The Plan**

The strategic planning process commenced in September 2007 involved input from a wide range of stakeholders. It provided the Council with a thorough understanding of the large amount of work ahead, indicating that a strategic approach was needed to ensure that the Council uses its limited resources to achieve the most effective outcomes for now, and in the longer term.

The NWC acknowledges limitations of resources in these early days of its development, and understands that the importance of setting realistic goals that can be met in a reasonable time, with available resources. To that end, for the period of this plan, the Council will:

- Concentrate on those things that are 'core business' and which help it to establish and increase its capacity.
- Focus on issues that are not being addressed by other organisations.

The Council had initially considered a five-year plan, but the volume of priority issues which were identified made it necessary to focus on the next three years.

So as to focus on those areas where the Council can make the biggest impact, the NWC will concentrate on three priority objectives over the 2008 - 2010 triennium:

- 1. Establish and consolidate the NWC's position as a viable and respected participant in the conservation and environmental movement**  
*Rationale: To effectively pursue its key objective (see below), the Council must be viable and have credibility with its peers and stakeholders.*
- 2. Achieve better outcomes for wildlife**  
*Rationale: This is the Council's key objective, and its reason for existing.*
- 3. Encourage the growth and viability of the voluntary wildlife rehabilitation 'sector'**  
*Rationale: Nationally there is a decline in the number of people volunteering. More volunteers are required for progressing the Council's key objective.*

It is important that this Plan is seen as a 'living document' and that it continues to grow and change in response to a changing environment and new challenges. At each Annual General Meeting, the Council will formally review progress and consider whether the issues identified in this plan are still relevant, or whether there is need to refocus in other areas.

The three broad objectives noted above will direct the Council's *Future Directions*. The table that follows, *Priority Objectives 2008 – 2010*, fleshes out what is needed to achieve tangible results in each of the priority objectives by proposing a number of strategies.

The table of *Implementation Actions 2008 - 2010* lists the components of work to be completed within each strategy over the three year period of the Plan

The final table, *Task Workplan 2008* sets out the particular tasks the Council aims to achieve through the 2008 calendar year and which will work towards fulfilling the priority objectives of *Future Directions*.

## Priority Objectives 2008 - 2010

<b>Objective 1: Establish and consolidate the NWC's position as a viable and respected participant in the conservation and environmental movement</b>		
Strategies	S1	Enhance the capacity of the NWC
	S2	Secure support and ongoing funding for the NWC's operation and key initiatives
	S3	Establish and enhance relationships with other conservation / environmental organisations
	S4	Effectively communicate the NWC's objectives, values, codes, policies, standards and achievements
<b>Objective 2: Achieve better outcomes for wildlife</b>		
Strategies	S5	Establish state-wide minimum standards for all aspects of wildlife rehabilitation
	S6	Provide members with tools and information to assist them to work more effectively and to maintain organizational cohesion
	S7	Lobby, and provide support to others who lobby on issues that pertain to the welfare of wildlife
	S8	Establish standards for the collection, retention and use of wildlife rehabilitation statistics
	S9	Work to improve laws, regulations and policies which apply to wildlife protection and rehabilitation
<b>Objective 3: Encourage the growth and viability of the voluntary wildlife rehabilitation sector</b>		
Strategies	S10	Encourage recognition of achievements in the field of wildlife rehabilitation
	S11	Improve awareness and respect in the community of wildlife rehabilitation
	S12	Develop a standardized 'recruitment campaign' for NWC member organisations
	S13	Pursue the formation of a national representative wildlife rehabilitation body

## Implementation Actions 2008 – 2010

	Ref	Action	Pr
Objective 1: Establish and consolidate the NWC's position as a viable and respected participant in the conservation & environmental movement	<b>S1 - Enhance the capacity of the NWC</b>		
	1A	Continue developing standards which will govern the conduct of NWC Representatives, and the processes to be followed	1
	1B	Engage people from the wider wildlife community to provide specialist expertise	1
	1C	Raise the skills and knowledge of NWC representatives in relation to working with Government	2
	1C	Document roles and responsibilities of NWC representatives and position holders	2
	1D	Continue developing standards which will govern the conduct of NWC Representatives, and the processes to be followed	1
	<b>S2 - Secure ongoing funding for the NWC</b>		
	2A	Establish a funding management role in the Council to identify funding options and negotiate agreements	1
	2B	Establish a public fund to receive tax deductible donations	1
	<b>S3 - Establish and enhance relationships with other conservation / environmental organisations</b>		
	3A	Formalise relationships with peers with the aim of improving communication and establishing mutual assistance.	2
	<b>S4 Effectively communicate the NWC's objectives, policies, standards and achievements</b>		
	4A	Regularly deliver quality newsletter to stakeholders	1
	4B	Use newsletter & website to document and promote Council's history, objectives, plans, policies/positions, standards and achievements	2
4C	Develop a process to issue timely and considered releases when needed	2	
4D	Participate / display at wildlife industry conferences etc.	3	
Objective 2: Achieve better outcomes for wildlife	<b>S5 Establish state-wide minimum standards for all aspects of wildlife rehabilitation</b>		
	5A	Plan scope, consultation, development and review processes	1
	5B	Develop standards and seek majority stakeholder support	2
	5C	Publish draft	2
	<b>S6 Provide members with tools and information to assist them to work more effectively and to maintain organizational cohesion</b>		
	6A	Complete and deliver conflict management guidelines	1
	6B	Investigate options for a NWC information store exchange	3
	6C	Promote Volunteering Australia as a reference for best practice.	2
	6D	Establish a working party to investigate options for developing training and education standards	3
6E	Establish a working party to investigate options for coordination of efforts in the event of a large-scale wildlife rescue event	3	

	Ref	Action	Pr
Objective 2: Achieve better outcomes for wildlife	<b>S7 Lobby, and support others who lobby on issues that pertain to the welfare of wildlife</b>		
	7A	Provide statistics and information to support lobbying initiatives	2
	7B	Maintain a library of templates for lobbying and protesting	3
	<b>S8 Establish standards for the collection, retention and use of wildlife rehab statistics</b>		
	8A	Establish a working party to investigate options	2
	8B	Agree on minimum standards for collection, approach to storing and sharing, and policy for use of statistics	2
	<b>S9 Improve laws and policies which apply to wildlife protection and rehabilitation</b>		
	9A	Identify opportunities to contribute to reform / review	1
	9B	Identify wildlife rehabilitators with appropriate skills, experience and knowledge to participate	2
	9C	Develop working relationship with EDO and other legal professionals, consultants and relevant agencies	2
Objective 3: Encourage the growth and viability of the voluntary wildlife rehabilitation sector	<b>S10 Encourage recognition of achievements in the field of wildlife rehabilitation</b>		
	10A	Investigate and develop NWC awards program to recognise achievements in various categories of rehabilitation and organizational management	2
	10B	Nominate candidates for existing awards (e.g. WPSA / IFAW etc.)	3
	<b>S11 Improve awareness and respect in the community of wildlife rehabilitation</b>		
	11A	Investigate community advertising campaign (as per SES)	3
	11B	Explore potential for publication of feature 'good news' stories concerning wildlife rehabilitators	3
	11C	Review and identify opportunities afforded by the State government volunteering portfolio	1
	11D	Participate in existing government and non-government volunteering initiatives	3
	<b>S12 Develop a standardized 'recruitment campaign' for NWC member organisations</b>		
	12A	Develop recruitment slogan / pamphlets / assistance for member groups	3
	12B	Identify and develop delivery processes	3
	<b>S13 Pursue the formation of a national representative wildlife rehabilitation body</b>		
	13A	Maintain communication with existing and future peak bodies in other state/territories and brief relevant key stakeholders on progress	2

## TASK WORKPLAN 2008

In order to effectively address the actions below, it is important that all NWC Representatives contribute positively and actively. It will also be necessary to engage input from appropriately skilled people from the wider wildlife community.

	Ref	ITEM	Action/s to be Taken	Who	When	Performance Measure	Comment
Objective 1: Establish and consolidate NWC's position as a viable and respected participant in the conservation & environmental movement	1A	Continue developing standards which will govern the conduct of NWC Representatives, and the processes to be followed	Identify where codes of practice and related guidelines need to be strengthened (re conduct of NWC Reps) and update as needed.	Chair	Ongoing	Acceptance of codes of conduct by majority of NWC representatives	
	1B	Engage people from the wider wildlife community to provide specialist expertise	NWC discussion to identify methods of engaging people (beyond the NWC representatives) to contribute specific skills to help NWC meet its goals.  Depending on outcomes of above, setup a working party to deliver.  Target potential contributors (for agreed initiatives) and invite their involvement.	Chair	By June 2008	Number of people who actively contribute to assisting NWC	
	1C	Raise the skills and knowledge of NWC representatives in relation to working with Government	Working with government training to be defined, developed and delivered  Presentations by people with experience / success in dealing with Gov't departments.	Vice Chair		Workshop held to coincide with third meeting of 2008	

	Ref	ITEM	Action/s to be Taken	Who	When	Performance Measure	Comment
Objective 1: Establish and consolidate the NWC's position as a viable and respected participant in the conservation & environmental movement	2A	Establish a funding management role in the Council to identify funding options and negotiate agreements	Define the funding management role incl. scope, delegation and reporting responsibilities  Appoint appropriately skilled persons.  Prepare and implement Funding Workplan	Treasurer	By June 2008	1. Sub-committee in place  2. Opportunities identified  3. Funding arrangements negotiated	Exec members met with RTA Biodiversity Environment Branch personnel to secure agency commitment to financial assistance on 25 February 2008
	2B	Establish a public fund to receive tax deductible donations	Finalise constitutional amendments  Register with Office of Fair Trading  Propose membership of the Public Fund Management Committee  Issue invitations to 'responsible person' members  Make application to register the Council on the Register of Environmental Organisations (REO)	Council/Vice Chair  Public Officer/ Vice Chair  Council  Executive  Public Officer	March  March/April 08  February Council Meeting  March/April  Contingent on time taken to action above	Document ready for registration  Registration successful  Proposed membership agreed upon  Fund Man. Committee membership finalised  Council entered on REO and the Public Fund endorsed	
	4A	Regularly deliver quality newsletter to stakeholders	Prepare and distribute <i>Wildlife Watch</i>  Seek feedback from recipients	Media Officer	Dec/Jan;Mar/Apr Jun/Jul;Sept/Oct.	Positive stakeholder feedback	Project commenced – Issue 1 in circulation

	Ref	ITEM	Action/s to be Taken	Who	When	Performance Measure	Comment
Objective 1	4C	Develop a process to issue timely and considered releases when needed	<p>Prepare a proposal (on method of developing / agreeing timely press releases) for discussion and adoption</p> <p>Document agreed process</p> <p>Implement and improve processes based on experience</p>	Media Officer	<p>February Council meeting</p> <p>By June 2008</p>	Ability to publish media releases within 2 days of an event	
Objective 2: Achieve better outcomes for wildlife	5A	Plan scope, consultation, development and review processes for the development of minimum standards for wildlife rehabilitation	<p>Discussion document for discussion by full NWC meeting</p> <p>Ratify Working Party</p> <p>Develop and agree a Standards framework</p> <p>Identify stakeholders and methods of consultation</p> <p>Depending on outcome of above, work towards a first draft for consideration by the NWC</p>	<p>Steve Amesbury</p> <p>Stan Wood</p> <p>Working Party (WP)</p> <p>WP</p>	<p>February meeting</p> <p>February</p> <p>By June 08</p> <p>By August 2008</p>	Discussion takes place	In 2007 an informal working party was established to look into standards. If still interested, the WP to progress to the next level as per this plan.
	6A	Complete and deliver conflict management guidelines	<p>Draft Conflict Management Guidelines to be adopted</p> <p>Members to incorporate in their internal processes</p>	Steve Amesbury/NWC Representatives	<p>February Council Meeting</p> <p>Ongoing</p>	<p>Resolution carried</p> <p>Enhanced internal management</p>	

	Ref	ITEM	Action/s to be Taken	Who	When	Performance Measure	Comment
Objective 2: Achieve better outcomes for wildlife	9A	Identify opportunities to contribute to reform / review	Report to Council environmental and associated matters placed on public exhibition  Prepare Council responses to environmental and associated matters placed on public exhibition	Council reps  People listed for 9B	As required  As required	Submissions forwarded by advertised deadline	
	9B	Identify wildlife rehabilitators with appropriate skills, experience and knowledge to participate	Member representatives to submit names after consultation with those colleagues who have demonstrated requisites to participate	Council reps to John Gorham	April		
	9C	Develop working relationship with EDO and other legal professionals, consultants and relevant agencies	Investigate and implement appropriate relationship with the Environmental Defender's Office Ltd.(NSW)	Public Officer	May		
Objective 3: National wildlife rehab body	11C	Review and identify opportunities afforded by the State government volunteering portfolio (in order to promote wildlife rehab as a positive volunteering activity)	Establish purpose and scope of the volunteering portfolio  Make contact with the Minister's office  Identify possible synergies	Marny Bonner (ASR)			