



NATIONAL STRATEGIC PLAN 2013 - 2018



Conservation Without Borders



OUR Strategic Plan

Over 150 staff and board members from all parts of Australia collaborated to develop our new strategic plan.

Conservation Without Borders is the result.

Our plan is to remove the barriers to effective large-scale conservation in Australia.

This involves removing barriers from within our own organisation as well as those between public and private lands, state and territory borders, competing environmental organisations and different sectors of the community.

We will achieve this through a commitment to *Conservation through Collaboration*.

ABOUT Greening Australia

Greening Australia, established in 1982, is a national, non-government, environmental organisation with over 200 staff in 30 locations across the country.

Our Aspirational Goals

- To Restore and Conserve Australia's Diverse Natural Landscapes to allow People and Wildlife to Co-exist
- To Lead Australia's Contribution to the Global Conservation Effort.

We will achieve this by

- providing industry leadership
- being proudly community owned and science led
- embracing the cultural and traditional values and perspectives of all landholders and stakeholders
- engaging a culturally rich and diverse workforce that seeks and accepts challenge
- acting courageously and sharing our and other's achievements.

OUR Products and Services

Greening Australia specialises in:

Conservation Planning and Science

- Conservation Action Planning
- GIS Mapping
- Bushland Management and Revegetation Plans
- Environmental Offsets and Translocation Plans
- Flora and Fauna Surveys
- Ecological Monitoring Programs
- University Research Partnership Projects.

Native Nurseries and Seedbanks

- Native Plant Supply
- Native Seedbank Management
- Understorey Seed Production Areas
- Native Seed Supply.

On-ground Environmental Works

- Revegetation (direct seeding and tubestock planting)
- Weed and Feral Animal Control
- Fencing for Riparian and Bushland Areas
- Ecological Fire Management
- Grassy Groundcover Restoration
- Whole of Paddock Rehabilitation (WOPR).

Training and Education Programs

- Accredited Conservation and Land Management (CALM) Courses
- Non-accredited Training Workshops
- Aboriginal Training and Employment Programs
- School Environmental Education
- Publications and On-line Tools.

Community Engagement and Volunteering

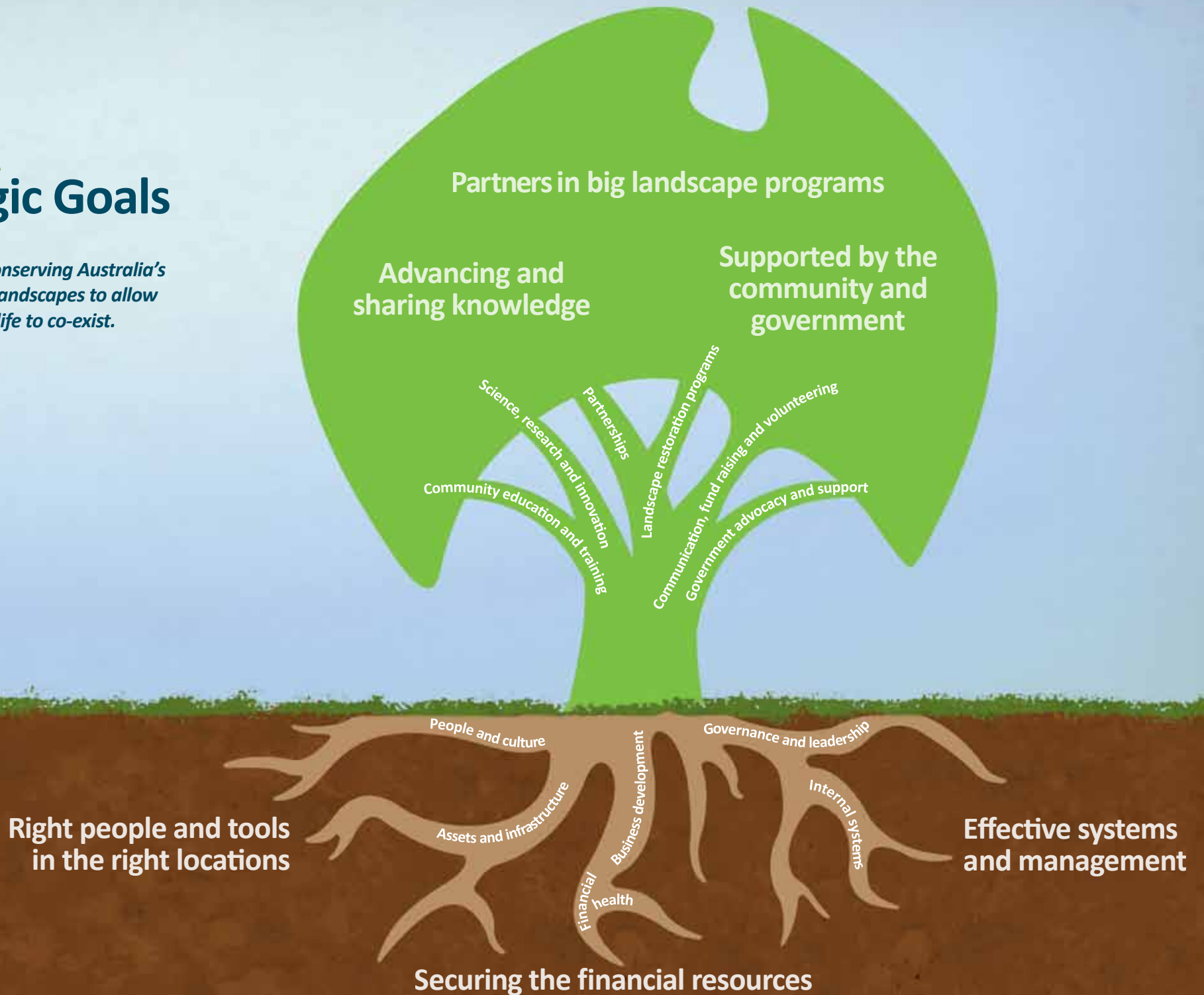
- Community Events
- Environmental Volunteer Programs.



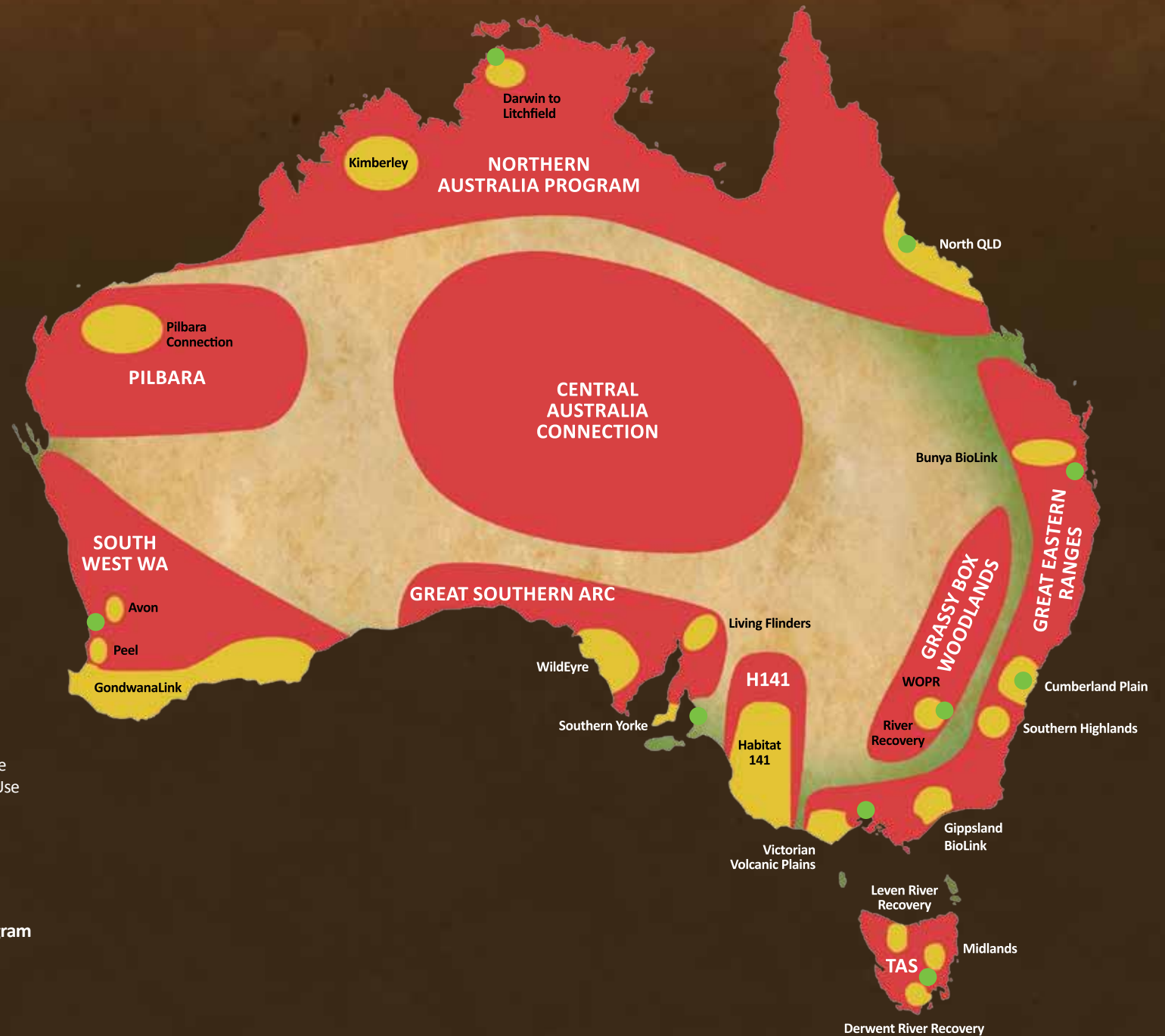
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OUR Strategic Goals

Restoring and conserving Australia's diverse natural landscapes to allow people and wildlife to co-exist.



OUR Priority Landscapes



Legend

- **National Landscape Program Areas**
Strategic Focus Areas for Restoring Wildlife Habitat and Promoting Sustainable Land Use
- **Current Landscape Projects**
Supporting Local Communities to Protect, Restore and Reconnect Native Vegetation
- **Green Cities (Urban Biodiversity) Program**
Restoring Urban Waterways, Coastlines and Peri-urban Habitat

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Partners in big landscape programs

Landscape restoration programs

Goals

Ten nationally significant landscape restoration programs that cover all major habitat types and allow people and wildlife to co-exist.

Key Actions

- Appoint a National Landscape Program Leader and cross-border working group
- Conservation Action Planning (CAP) and spatial prioritisation across all landscapes
- Integrate existing landscape programs into 10 nationally significant wildlife corridors
- Establish effective and transferrable governance structures in all landscapes
- Develop meaningful Indigenous engagement programs in priority landscapes.

Partnerships

Goals

Maintain greater than 100 strategic partnerships identified as important to achieving our goals.

Key Actions

- Develop international partnerships through the Conservation Coaches Network and The Nature Conservancy
- Undertake stakeholder mapping to identify new partnerships required
- Implement a best-practice model for developing and maintaining existing partnerships.



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Advancing and sharing knowledge

Science, research and innovation

Goals

Improve conservation knowledge and practice each year by initiating 10 university research partnership projects and by investing in 2 new on-ground innovations.

Key Actions

- Appoint a National Science and Innovation Leader and establish working group
- Identify knowledge gaps and initiate research partnership projects
- Develop and transfer key on-ground innovations including **Whole of Paddock Restoration (WOPR)**, **Grassy Groundcover Restoration (GGRP)** and **Seed Production Areas**
- Develop business cases for investment in new innovations
- Identify major conferences to promote science and innovation knowledge.

Community education and training

Goals

Train more than 1,000 people in the latest environmental knowledge and practice each year through general education workshops and formal accredited courses. Engage over 100 schools in environmental education activities.

Key Actions

- Appoint a National Training Manager
- National transfer of accredited training courses through Greening Australia's Registered Training Organisation
- Appoint a National Indigenous Training Leader and working group
- Deliver a nationally consistent Indigenous training program delivering CALM accreditation via our **Aboriginal Landcare Education Program (ALEP)** and **Learning Guides**
- Develop a school environmental education program.



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Supported by the community and government

Communication, fund raising and volunteering

Goals

Increased public awareness and support for Greening Australia programs resulting in 20,000 community financial supporters and 1,000 active volunteers who generously donate more than \$10M and 15,000 volunteer days annually.

Key Actions

- Appoint a National Communications and Fund Raising Manager
- Implement a Communications and Marketing Strategy
- Develop new website, newsletter and social media tools
- Establish a major gifts program and National Landscapes Restoration Fund
- Membership definition and active recruitment drive
- Develop and implement a Community Engagement and Volunteer Strategy.

Government advocacy and support

Goals

Maintain mutually-productive relationships with all levels and sides of government.

Key Actions

- Develop and implement an effective government engagement strategy
- Regularly meet with environment (& shadow) ministers and departmental staff to promote GA's programs and service delivery capability
- Invite government ministers and departmental staff into the field to view Greening Australia programs.



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Right people and tools in the right locations

People and culture

Goals

Maintain a culturally and gender diverse workforce of highly qualified staff (>200) in priority locations (>30) who express high job satisfaction and a strong alignment to the organisation's direction.

Key Actions

- Appoint a National People and Culture Leader
- Develop National Human Resources Capacity and OHS framework
- Establish national staff working groups across key topic areas
- Establish Next Generation Leaders and Mentoring Program
- Hold regular face-to-face meetings including a biennial national staff conference.

Assets and infrastructure

Goals

Maintain high quality assets, infrastructure and equipment in priority locations.

Key Actions

- Develop a 10 year capital investment plan to secure high quality head offices and regional bases in priority locations
- Annual capital investment plans to maintain high quality vehicles and equipment
- Facilitate the movement of nationally transferrable assets and equipment.



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Securing the financial resources

Business development

Goals

Maintain a sustainable and effective level of revenue (>\$45M) derived from a diverse mix of longer term funding sources. This includes on-mission Greening Australia initiated programs (>50%), Fee for Service delivery and a strong community financial supporter base.

Key Actions

- Increase funding from Natural Resource Management Boards and Catchment Management Authorities through developing mutually-beneficial projects
- Coordinate federal government funding rounds and establish ongoing reviews of performance to identify areas for improvement
- Rapid transfer and commercialisation of GA's unique intellectual property and strategic initiatives (e.g. CAP, WOPR, GGRP, ALEP)
- Establish a national framework to develop business opportunities associated with carbon and environmental offsets, seed supply, indigenous training, mine site rehabilitation, sustainable urban land development and volunteering.

Financial health

Goals

Maintain strong cash reserves (>\$15M), high levels of secured work and an ongoing annual surplus (>5%).

Key Actions

- Establish rules for internal borrowing within GA
- Establish nationally consistent terms of trade (contractual terms)
- Review major spend areas nationally and reduce where possible
- Review margins and loading and improve where possible
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Effective systems and management

Internal systems

Goals

Maintain effective, nationally-compatible systems across all key areas of operation.

Key Actions

- Complete transition to an effective National Single Finance Function
- Establish a National Project Management System
- Implement a National Information Technology System
- Establish a National Project Information Database and GIS mapping capability
- Develop a Nursery and Seedbank Management System
- Establish an Internal Audit Function

Governance and leadership

Goals

Maintain a highly skilled board and management team which provide effective, accountable and strategic leadership

Key Actions

- Implement nationally-consistent governance and management structures
 - transition to Executive Boards and Advisory Groups
 - implement regionalisation models
- Establish processes to support the National Board to be active in philanthropy, networking and business development