

Tasmanian
Land
Conservancy

Strategic Plan
2011 - 2015

Strategic Plan



Our vision is for
Tasmania to be a
global leader in
nature conservation
and sustainability.

The Tasmanian Land Conservancy's
2050 Vision for Tasmania



2050 Mission

In partnership with other organisations, communities, individuals and governments the TLC will:

- 1) Take a leadership role in building a landscape scale approach to conservation including a world-class system of reserves complemented by sustainable development.
- 2) Demonstrate excellence in management for biodiversity conservation.
- 3) Contribute to Tasmania becoming a centre for knowledge and expertise for nature conservation and planning.
- 4) Develop and implement innovative mechanisms for achieving sustainability and biodiversity conservation.
- 5) Provide opportunities and mechanisms for communities and individuals to achieve conservation.
- 6) Demonstrate organisational leadership through exceptional governance, a positive working environment and financial sustainability.

Front Cover: Andy Townsend, Nature Photographers Tasmania, Vale of Belvoir, TLC permanent reserve.

Opposite Page: Andy Townsend, Nature Photographers Tasmania, Vale of Belvoir, TLC permanent reserve.

Back Cover: Andy Townsend, Nature Photographers Tasmania, Skullbone Plains, TLC permanent reserve.

1

In partnership with other organisations, communities, individuals and governments the TLC will:

Take a leadership role in building a landscape scale approach to conservation including a world-class system of reserves complemented by sustainable development.

Janet Fenton,
Ptunama brown butterfly,
rare butterfly found at
the Vale of Belvoir, TLC
permanent reserve.

Goals

- i) By 2050 Tasmania's network of formal, informal or temporarily protected areas and sustainably managed lands will ensure the potential for the expression of all forms of biodiversity and ecosystem services. Where:
 - a) formal protected areas are those with a legislative basis, such as gazetted public reserves and covenants on title;
 - b) informal protected areas are those protected through 12+ year common-law agreements or otherwise recognised as informal on state tenure layers;
 - c) temporary protected areas are those protected through <12 year common-law agreements;
 - d) sustainably managed lands are those not protected under any of the above but are actively contributing to a biodiversity conservation outcome.
- ii) By 2050 Tasmania's network of formal, informal or temporarily protected areas and sustainably managed lands will contribute to the economic and social wellbeing of Tasmanians into the future.
- iii) By 2025 the TLC will take a leading role in formally or otherwise conserving over 80% of the identified priorities for an effective and systematic conservation and reserve system.
- iv) By end 2012 the TLC will develop and maintain measurable criteria and priorities for an effective and systematic network of formal, informal or temporarily protected areas and sustainably managed lands.
- v) 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.

Strategies

- i) The TLC will continue to develop, deliver and maintain programs for the protection of Tasmania's most important natural places on private land selected on the basis of the TLC criteria and priorities.
- ii) The TLC will work in partnership with others to establish areas of land informally managed for conservation.
- iii) By 2012 the TLC will develop a landscape scale conservation planning system and underpinning science that will be continually improved through employment of in-house expertise and collaboration with key experts in the field.
- iv) By 2012 the TLC will be able to quantify the importance and contribution of places to the Comprehensive, Adequate and Representative (CAR) Reserve System and to nature conservation across Tasmania and nationally.
- v) By 2012 the TLC will annually measure and publicly report on progress towards the achievement of the CAR reserve system and the protection of the identified priorities in the state.
- vi) The TLC will contribute its understanding and knowledge of landscape scale conservation to organisations and policy makers to assist and inform land use policies, programs and activities of others.

2



Demonstrate excellence in management for biodiversity conservation.

In partnership with other organisations, communities, individuals and governments the TLC will:



Andy Townsend, Nature Photographers Tasmania, *Tasmanian common wombat*, at Skullbone Plains, TLC permanent reserve.

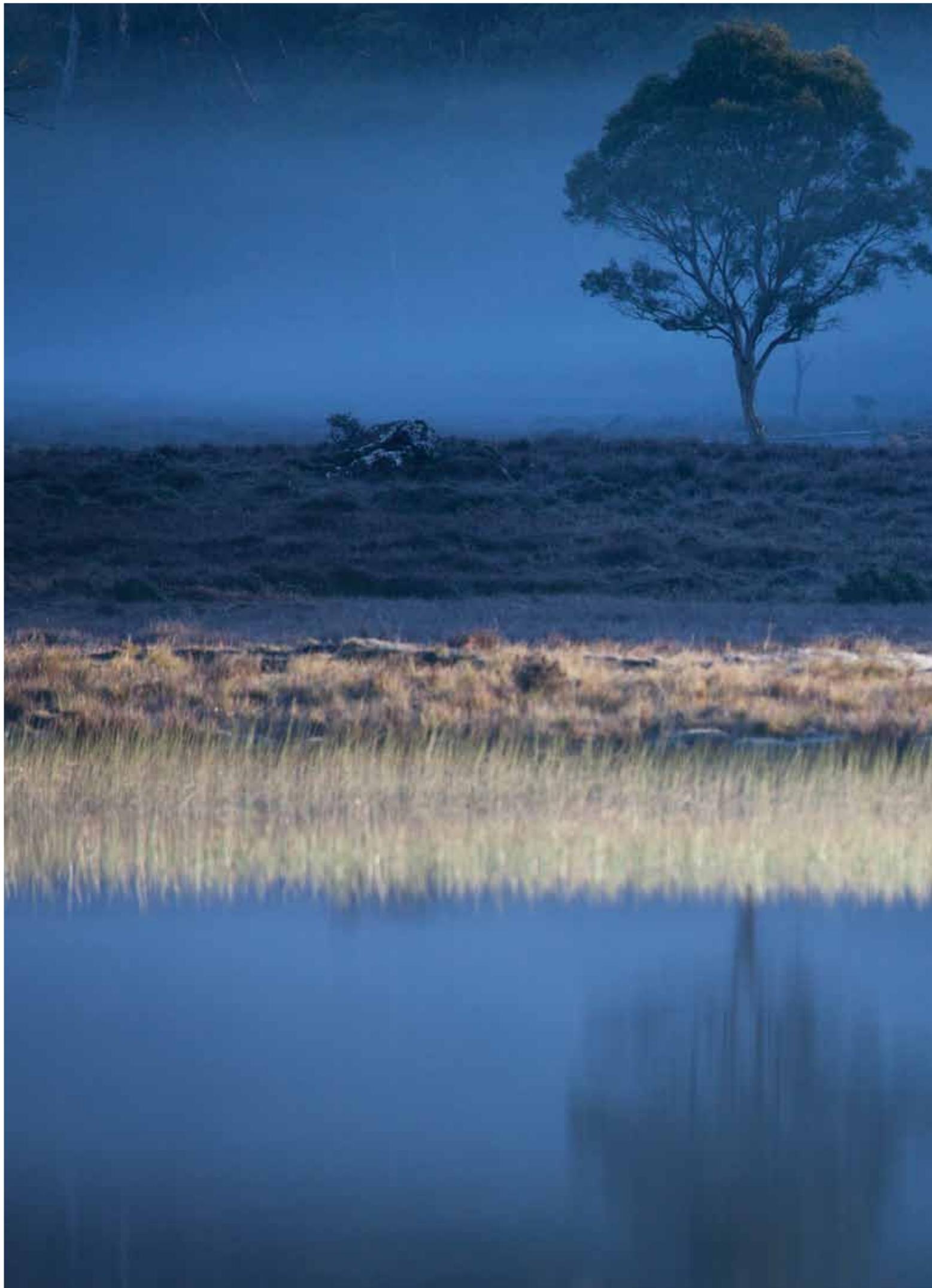
Margaret Vandenberg, *Clarence galaxias*, endangered freshwater fish, resident at Skullbone Plains, TLC permanent reserve.

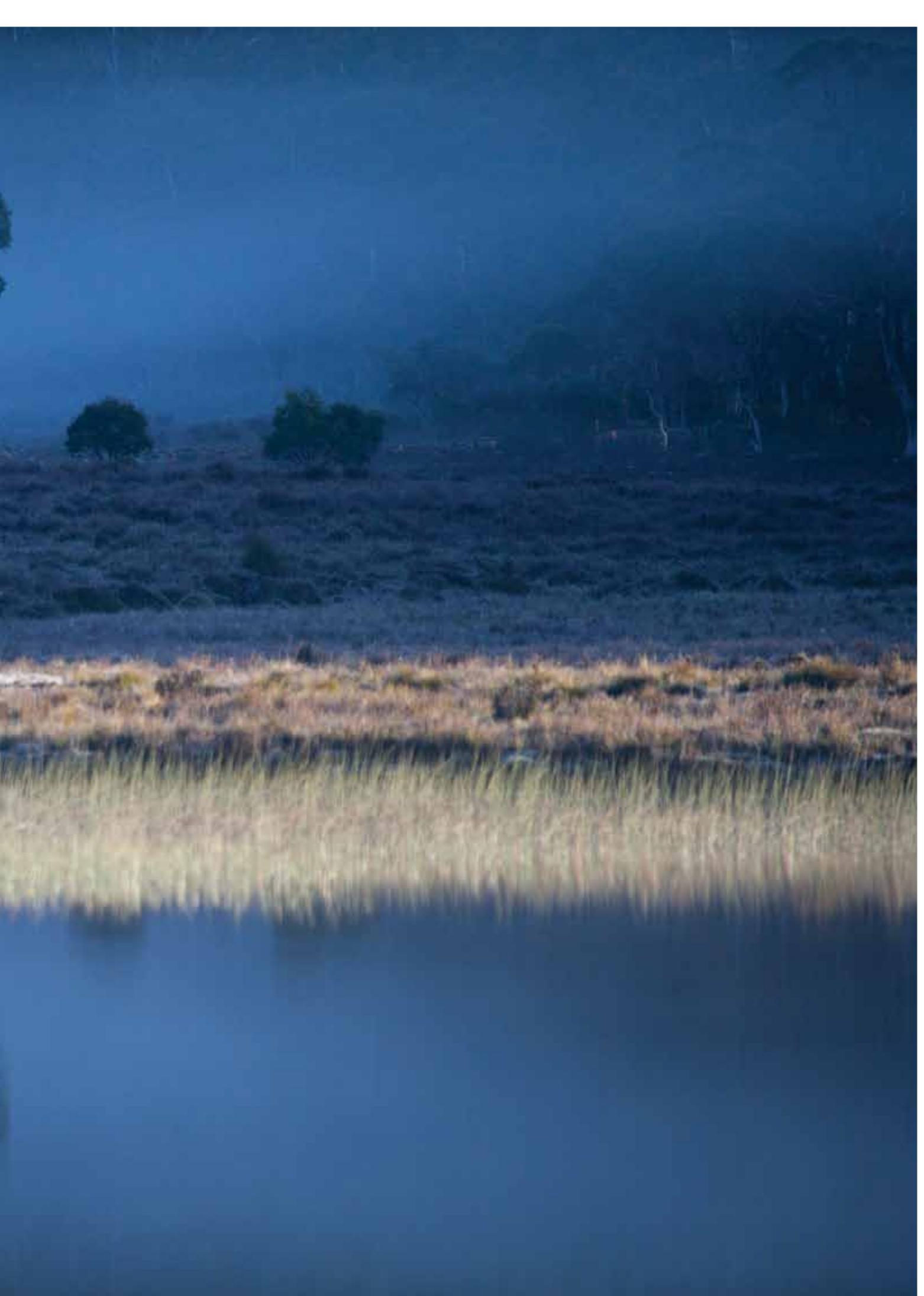
Goals

- i) The TLC's 'Management Effectiveness' across all activities is auditable, demonstrable, evidence-based and reported annually using Nature Conservancy Open Standards or equivalent international standard by 2012.
 - ii) By 2020 over 75% of high priority reserve management activities identified in management plans are resourced and implemented annually.
 - iii) By 2020 80% of ecosystem and species targets in the TLC's reserved areas are considered to be healthy and viable.
 - iv) By 2015 a wide range of volunteers will be assisting TLC reserve management and other conservation activities and contributing over 1500 volunteer days per annum.
- ii) The TLC will develop, maintain and annually review our expert in-house conservation land management capacity to plan, resource and implement the TLC's high priority reserve management activities and for working with others.
 - iii) By 2012 the TLC will adopt an adaptive reserve management, monitoring and Management Effectiveness framework and use it to plan, identify, budget and implement priority reserve management activities and annually report all conservation management and monitoring activities.
 - iv) By 2013 the TLC will develop a framework that links reserve and research management needs with volunteers' capacities and provides structured opportunities for volunteer participation.

Strategies

- i) By 2012 each TLC reserve has a management plan that defines the priority management actions that are necessary for ecosystem and





3

In partnership with other organisations, communities, individuals and governments the TLC will:

Contribute to Tasmania becoming a centre for knowledge and expertise for nature conservation and planning.

Grant Dixon, Nature Photographers Tasmania, Vale of Belvoir, TLC permanent reserve.

Margaret Vandenberg, Eastern barred Bandicoot.

Previous page: Rob Blakers, Nature Photographers Tasmania, Skullbone Plains, TLC permanent reserve.



Goals

- i) By 2020 Tasmania contains and the TLC is a partner in a world-respected institution for conservation research, planning and education.
- ii) By 2015 TLC reserves and other private protected lands are being used to support conservation land management research, which annually generates three reports and/or peer reviewed journal papers.

Strategies

- i) Work with partner and academic organisations to develop a conservation research, planning and education institution.
- ii) Support conservation research on TLC reserves and other sites by identifying potential study subjects and providing staff assistance and resource support for research studies.
- iii) Work with partner organisations and funding bodies to explore the potential for field studies facilities on TLC reserves.
- iv) Develop programs to encourage knowledge transfer from experts to a wide audience including younger generations.



4

Develop and implement innovative mechanisms for achieving sustainability and biodiversity conservation.

In partnership with other organisations, communities, individuals and governments the TLC will:

Andy Townsend, Nature Photographers Tasmania, Vale of Belvoir, TLC permanent reserve.

Margaret Vandenberg, *Tagnells Orchid*.



Goals

- i) On a five-year average, greater than 33% of the TLC annual income is generated through conservation/sustainability business activities.
- ii) By 2020 the area of sustainably managed lands [see 1 i)] influenced by the TLC and maintained for conservation is 5% of Tasmania's private land (125,000 ha).

Strategies

- i) Ensure that the TLC develops and maintains entrepreneurial talent.
- ii) Investigate and lead the development of ecosystem service markets in the state.
- iii) By 2015 position the TLC to be part of national and international carbon markets.
- iv) Investigate, plan and implement visitation and tourism programs that generate support and income for the TLC.
- v) Investigate, plan and implement sustainable resource-based business enterprises.

5

In partnership with other organisations, communities, individuals and governments the TLC will:

Provide opportunities and mechanisms for communities and individuals to achieve conservation.

Matthew Newton, TLC supporters event at Recherche Bay, TLC permanent reserve.

Margaret Vandenberg, Endangered Australasian bitterns, residents of the Egg Islands, TLC permanent reserve.

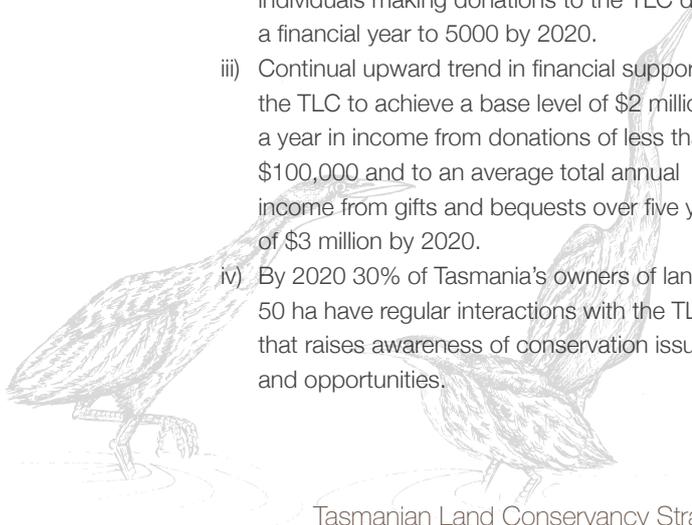


Goals

- i) By 2020 the TLC is known by at least 50% of Tasmanians as a key organisation achieving conservation in Tasmania.
- ii) Continual upward trend in level of support for the TLC in numbers of supporters receiving regular TLC mailings to 20,000 and number of individuals making donations to the TLC during a financial year to 5000 by 2020.
- iii) Continual upward trend in financial support to the TLC to achieve a base level of \$2 million a year in income from donations of less than \$100,000 and to an average total annual income from gifts and bequests over five years of \$3 million by 2020.
- iv) By 2020 30% of Tasmania's owners of land > 50 ha have regular interactions with the TLC that raises awareness of conservation issues and opportunities.

Strategies

- i) Maintain and resource an expert fundraising and marketing team in the TLC that raises funds for the TLC, increases the TLC's brand recognition and raises community awareness of conservation in Tasmania.
- ii) Build and maintain a relationship management database and system for land and landowners in Tasmania.
- iii) Initiate and maintain a system for regular communications with landowners that builds environmental knowledge and identifies opportunities for land protection and conservation, particularly through TLC programs.
- iv) Develop and maintain clear tangible opportunities for the community to benefit from the TLC's reserves through visitation, volunteering, education and other activities to support healthy communities.



6

Demonstrate organisational leadership through exceptional governance, a positive working environment and financial sustainability.



Goals

- i) Staff and volunteer satisfaction in top10% of sector in all areas.
- ii) Board effectiveness rating of 'Distinctive' by 2015 and satisfaction in top10% of sector in all areas.
- iii) Good governance principles (Australian Standards 8000 – 2003) applied and exceeded in board operations by 2015.
- iv) Financial sustainability achieved by 2015 where:
 - a) A business plan drives 33-50% of income generation from diverse sources including TLC business activities.
 - b) A fundraising plan drives 33-50% of income generation from fundraising activities.
 - c) A foundation generates 100% of income for the TLC's effective reserve management.
 - d) Administration expenses are less than 5% of the TLC's total expenditure
 - e) The TLC is stamp duty exempt.

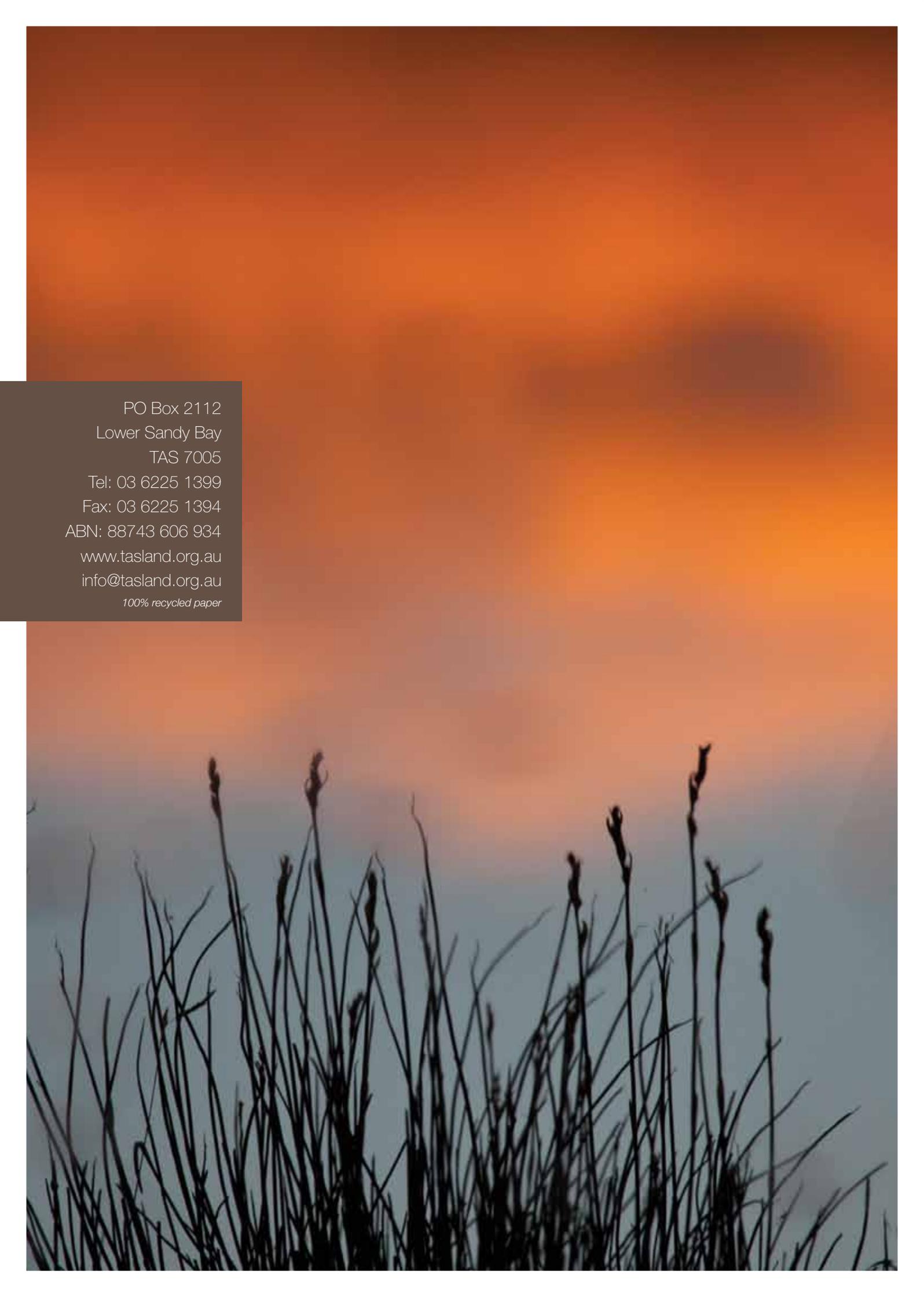
Strategies

- i) Continually seek outstanding people to serve on the TLC's board through a nominations committee.
- ii) Maintain a high quality CEO and management team.
- iii) Maintain a minimum size, outstanding quality business and administration team.
- iv) Maintain an empowering team culture within the organisation's people across the board, management, staff and volunteers.
- v) Carry out regular reviews of governance and board performance; CEO performance and staff performance.
- vi) Maintain, regularly review and implement the strategic plan and associated business plan and fundraising plan.
- vii) Maintain budgets that continually improve the organisation's long-term sustainability.
- viii) Build a foundation of investments for the organisation that underpins the long-term management of TLC lands.
- ix) Ensure all administration systems are efficient and characterised by simplicity.
- x) Maintain close working relationships with key partners including state and federal governments. Continually work towards policy and regulatory frameworks that promote world leading conservation and sustainability.

In partnership with other organisations, communities, individuals and governments the TLC will:

Simon Olding, Nature Photographers Tasmania, Vale of Belvoir, TLC permanent reserve.

Margaret Vandenberg, Tasmanian masked owl.



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