



## STRATEGIC PLAN 2022 – 2026

### What is the Urban Bushland Council WA Inc?

We are the peak community organisation for urban bushland recognition and protection, comprising 85 community groups and 100+ individual supporters with a common interest in conservation and management of urban bushland and wetlands. We are an incorporated, voluntary, not for profit organisation registered as a charity. We advocate to all levels of Government for bushland and wetland protection.

We are the key community organisation in WA providing a public voice on the need for retention of what remains of our urban bushland and wetlands for their intrinsic values and for current and future generations. We do this with limited resources through the amazing efforts of our Friends Groups and their many volunteers from all walks of life. However, despite our best efforts, our native vegetation continues to degrade and disappear at an alarming rate.

**Mission:** A community organisation promoting the recognition and conservation of urban bushland, their ecological linkages and associated wetlands – our natural heritage

**Vision:** Preserve our native bushlands and associated wetlands in urban areas of Western Australia

**Values:** conservation, collaboration, sustainability, commitment, inclusivity, diversity, science-led

**Strap line or motto:** A voice for the bush

### Purpose or Objectives:

- To promote the recognition and conservation of urban bushland and its biodiversity;
- To provide a forum and support to groups with objects compatible with those of the Association;
- To encourage networking and provide access to ideas, information and expertise concerning bushland;
- To promote policy development for the protection and management of urban bushland;
- To provide an avenue for advocacy and seek legislative changes for bushland protection;
- To raise awareness of the values and problems facing urban bushland.

#### *Note to readers / reviewers*

*Targets have been set as 'stretch' targets – i.e. hard to achieve in the 5 year time frame. I have assumed that UBC does need to grow in both size and influence and therefore that we need to be bold in our ambition. We will need help to do all these things – and it will be important to identify what could be done by volunteers; by interns or by paid staff funded either from our resources or through grant funding.*

## Goals & Targets:

GOAL	TARGETS BY 2026	INITIAL ACTIONS
<p><b>Relevance</b> to our members: To be an outstanding umbrella organisation that is relevant to our members and financially sound.</p>	<p>Membership list of 120 Member Groups (+50%) plus 150 individual supporters (+50%). This growth will indicate UBC's improved relevance and standing within the conservation movement.</p>	<p>Successful delivery of State NRM project pilot – “Building community capacity to care for urban bushland” (2022 &amp; 2023). Grant success to extend the pilot to additional Groups (for 2024 – 2026).</p>
	<p>Donations to UBC have doubled from 2020 levels (to \$60,000). This is a measure of high regard by UBC supporters. It will provide a resource base to fund some staffing FTE out of the core budget.</p>	<p>Implemented a “philanthropy” strategy to secure additional donations, possibly <b>funding a project officer</b> role in 2022 to implement the Bairstow recommendations. This includes investigating Deductible Gift Recipient (DGR) Status.</p>
	<p>UBC Committee – full committee of 9, skilled office bearers representing the diversity of local patches, established practice of succession for office bearer roles and operating as an exemplary NFP.</p>	<p>PD workshop (Evolve) – train UBC Committee in succession planning. UBC Committee uses a task force approach to manage succession in all its roles and includes this on committee agenda every quarter. UBC Committee develops and <b>implements</b> a “governance” plan whereby all aspects of operations are reviewed and updated across a 2-year time frame.</p>
	<p>UBC General Meetings (talks) have capacity and attract (50 – 60) attendances.</p>	<p>Continue program of special guests speaking on topics of interest at General Meetings, ensuring accessibility online as well as face to face.</p>
	<p>UBC's internal operations are modern, efficient, effective, seamless, and invisible to our members</p>	<p>Establish very strong IT systems – set up the new office with new IT equipment; install modern software that is well secured and establish slick, efficient records managements protocols adopted by all committee members and any staff / contractors. Train committee and any staff to ensure that there is redundancy in use of systems.</p>

GOAL	TARGETS BY 2026	INITIAL ACTIONS
		<p>UBC reviews workload and capacity of committee members, contractors and develops procedures for managing workload.</p>
<p><b>CAMPAIGNS</b>  <b>Full implementation of Bush Forever:</b> To increase the area of native vegetation under proper protection and active management by campaigning for all Bush Forever sites to be transferred to appropriate land managers and well managed by them.</p>	<p>All Bush Forever sites are secured as A Class reserves and well managed by 2026</p>	<p>Continue the UBC <b>Advocacy Working Group</b> and prioritise UBC advocacy for maximum impact. Continue to engage with <b>Agency staff</b> to support Bush Forever efforts generally.  <b>Bush Forever celebration</b> as a public event. Support the Save <b>Underwood Avenue</b> campaign. Support the <b>Save the Cockatoos</b> campaign <b>Erindale Bushland</b> and <b>Mortimer Rd</b>, Casuarina are both assessed by WAPC as a Bush Forever sites and purchased by State Government.</p>
<p><b>Effectively Advocate for protection of native vegetation:</b> UBC works to ensure that the newly developed Native Vegetation Policy and Wetlands Environment Protection Policy (EPP).deliver a net gain in native vegetation (quality and extent)</p>	<p>State of the Environment Report is reinstated and then shows no net loss of extent of native vegetation between Years 1 and 2.</p>	<p>Advocate with relevant Ministers that Bush Forever sites be transferred to DBCA or relevant LGA for management and with adequate budget.</p> <p>Continue the UBC <b>Advocacy Working Group</b> and prioritise UBC advocacy for maximum impact. In collaboration with NGOs, continue <b>'round table'</b> sessions with relevant government agencies. Advocate for the urgent reinstatement of a <b>State of the Environment</b> report. Respond to the next stage of the <b>Native Vegetation Policy</b> process.</p>

GOAL	TARGETS BY 2026	INITIAL ACTIONS
<p><b>Effectively Advocate for protection of native vegetation:</b> Through submission writing and support for local campaigns land clearing in the South West intensive zone has been halted.</p>	<p>UBC makes submissions on all proposals impacting on native vegetation in urban areas.</p>	<p>UBC develops submission writing knowledge and skills in members and supporters, so the submission load is shared around. Opportunity here for an internship project for an environmental science student.</p>
	<p>UBC runs at least 2 digital campaigns per year for local groups campaigning to halt land clearing of native vegetation in urban area.</p>	<p>UBC adopts a campaigning platform, applies it to our website and develops online campaign skills – working with the relevant local group.</p>
<p><b>Reputation:</b> UBC will be well regarded by and have strong engagement with decision makers and collaborators in the environment and planning sectors.</p>	<p>Quarterly meetings with all relevant Ministers Relevant portfolios</p> <ul style="list-style-type: none"> <li>• Environment &amp; Climate Action</li> <li>• Planning</li> </ul>	<p>Continue the UBC Advocacy Working Group and prioritise UBC advocacy for maximum impact. Engage with the newly appointed Minister for Environment (Whitby) in 2022 and secure quarterly meetings. Engage with the Minister for Planning and secure regular meetings Use those meetings to build relationships, represent our membership base and influence future policy directions.</p>
	<p>Joint projects with collaborators – with UBC leading some projects and partnering in others. UBC is automatically “invited to the table”.</p>	<p>CCWA plans to coordinate a biodiversity campaign in 2022 – UBC will actively participate. Continue engagement in NatureLink project Work on strengthening relationships with WSWA, CCWA, TWS, Perth NRM, WALGA, WALN and others and find areas of collaboration</p>
	<p>UBC is regarded as the “go to” group for matters about bushland and wetlands and the environment generally – measured by requests for information (who asks what).</p>	<p>Use our funded projects to build website content for toolkits (within the project). Maintain a list of experts and key contacts in various departments and support Member Groups and others who seek assistance from UBC with advice and information. Be available for consultation with stakeholders.</p>

GOAL	TARGETS BY 2026	INITIAL ACTIONS
<p><b>Community awareness:</b> Through the actions of UBC, we have encouraged more people to have an awareness of the bushland and wetland conservation values of their local patch.</p>	<p>Well attended UBC walks &amp; talks – all events attract capacity registrations (say 50). (Measured by reporting click through on MailChimp emails and online registrations)</p>	<p>To do these effectively and more extensively than now will require <b>funding for a project officer or securing volunteer input through Volunteering WA</b></p> <p>Continue program of special guests speaking on topics of interest at General Meetings, ensuring accessibility online as well as face to face. Continue a program of walks – and promote them widely to attract local community. Each year identify a theme that connects all events.</p>
	<p>Social media presence / engagement that is at least double that of 2021 across a range of platforms (and embracing new platforms)</p>	<p>Develop and implement an integrated social media / communications / marketing / digital campaigning strategy for UBC. This is beyond skill level and time availability of current committee but potentially could be done through an <b>internship or volunteering</b>. Implement this plan including having a dedicated resource taking charge of UBC’s online presence, creating great content that engages beyond the members of our groups. Investigate whether this can be done on a voluntary basis or needs to be grant funded.</p>
	<p>Website &amp; email communications (via MailChimp or similar) that is at least double that of 2021.</p>	<p>For attention of the Comms Working Group Within the next 5 years the website needs to be upgraded. This will require grant funding as well as leadership from the UBC Committee. Use the comms / marketing plan (above) to drive further development of website features including blogs and online campaigns. Website as a resource for toolkits developed through grants / pro bono expertise/ volunteer support</p>

GOAL	TARGETS BY 2026	INITIAL ACTIONS
	<p>Urban Bush Telegraph is well regarded across the UBC membership and beyond. Its articles are used in other UBC comms and 'picked up' in the local media.</p> <p>Measures to be confirmed</p>	<p>Actively coordinate content for UBT and ensure that content reflects the issues undertaken by UBC. Build relationships with local media and promote articles in the UBT to them. Also include UBT items as content for the online platforms used by UBC.</p>



## OPERATIONAL PLAN - WHAT WE WANT TO DO IN 2022

This document takes the information from our 2021 planning meeting and translates it into strategies and tactics for 2022 including achievable aims and goals. **We will require additional support through volunteer input or grant funding to do all this!**

### Expectations from the workshop

- Clear strategy for 2022 – achievable aims and goals
- Framework with lots of actions... commitment
- Talks & walks focus 2022 and people involved
- Commitment to 5 years + 2022 + succession plan
- Improved effectiveness as an organisation to make change happen

### WHAT UBC WANTS TO ACHIEVE

*Our impact on urban bushland and wetlands*

	2022 ACTION	WHO & WHEN
Bush Forever sites protected and better managed	Continue the UBC Advocacy Working Group and prioritise UBC advocacy for maximum impact.	Leadership from the Advocacy Working Group
Ecological linkages recognised and protected		
More \$ spent to protect bushland	Advocate for the urgent reinstatement of a State of the Environment report	1 <sup>st</sup> Wed of month
No further clearing		
Wetlands protected, Wetland EPP reinstated	Engage with the newly appointed Minister for Environment (Whitby) in 2022 and secure quarterly meetings. Engage with the Minister for Planning (Saffioti) and secure regular meetings. Engage with the Minister for Volunteering (Dawson) and secure regular meetings <b>Engage with the Minister for Water (Kelly) and secure regular meetings</b>	
Healthier Swan and Canning Rivers	Continue to engage with Agency staff to support Bush Forever efforts generally.  <b>Engage with the Chair &amp; Deputy Chair EPA</b>	
	Support the Save Underwood Avenue campaign; the <b>Save the Black Cockatoos</b> campaign and other local campaigns	
	Advocate with relevant Ministers that Bush Forever sites be transferred to DBCA or relevant LGA for management	
	Respond to the next stage of the Native Vegetation Policy process	

	2022 ACTION	WHO & WHEN
More climate change action	Refer to Advocacy Working Group for opportunities	
Better laws	UBC develops submission writing knowledge and skills in members and supporters, so the submission load is shared around. Opportunity here for an internship project for an environmental science student	(Mary, Marg & Heidi)
Strengthen partnerships and collaboration with other peak groups	CCWA plans to coordinate a biodiversity focussed campaign in 2022 – UBC will actively participate.	(Mary & Heidi)
	Continue engagement in NatureLink project	(Mary)
	Work on strengthening relationships with CCWA, TWS, Perth NRM and others and find areas of collaboration	(Christine, ChrisA + Colma)
Groups really do value the relevance of UBC	UBC develops submission writing knowledge and skills in members and supporters, so the submission load is shared around.	(Mary, Marg & Heidi)
	Bush Forever celebration as a public event in collaboration with Hon. Mins Saffioti & Whitby	Leadership from the Events working group (Sue and Colma)
	Continue program of special guests speaking on topics of interest at General Meetings, ensuring accessibility online as well as face to face.	
	Continue a program of walks – and promote them widely to attract local community.	
	Each year identify a theme that connects all events. – <b>2022 – ecological linkages</b>	
Better external comms	Develop and implement an integrated social media / communications / marketing / digital campaigning strategy for UBC. This is beyond skill level and time availability of current committee but potentially could be done through an <b>internship</b> .	Leadership from Communications Working Group
	Implement this plan including having a dedicated resource taking charge of UBC's online presence, creating great content that engages beyond the members of our groups. Investigate whether this can be done on a voluntary basis or needs to be grant funded.	



	2022 ACTION	WHO & WHEN
	Promote articles in the UBT to local media and integrate items as content for the online platforms used by UBC.	
UBC the go to organisation for bushland / wetlands matters	Use our funded projects to build website content for toolkits (within the project).	Leadership grant writing group
	Maintain a list of experts and support Member Groups and others who seek assistance from UBC with advice and information. To do this effectively and more extensively than now will require funding for a project officer or volunteer	Christine, Colma, Mary, Marg
	Be available for consultation with stakeholders. To do this more extensively than now will also require funding for a project officer or volunteer.	
5 year NRM grant after the 2022 pilot	Pilot project in 2022	Christine, Heidi, Mary
Aboriginal engagement		

#### *How we operate as an organisation*

Our GOAL is to be an outstanding umbrella organisation that is relevant to our (current and future) members and financially sound. The items listed below are internal operations.

	2022 ACTION	WHO & WHEN
Improve wellbeing of committee members	Determine an appropriate volunteer workload and find ways of sharing around essential work. Consider what components of essential workload could be outsourced (at a cost) or parcelled up as an internship or a grant or through providing a volunteer opportunity. Determine what requests UBC unfortunately cannot undertake due to limited resources, staffing and volunteers.	Christine + Colma to lead
Effective working groups and steering groups	Determine working groups and steering groups required. Create simple terms of reference; identify membership (within and outside the committee) and report regularly through to UBC Committee	Comms WG Events WG Advocacy WG NRM Grant SG
Paid coordinator for advocacy  Advocacy includes providing advice to Members & other enquiries; progressing UBC campaigns; supporting Advocacy Working Group	This links back to “improved well-being of committee members”. Clearly identify the tasks that a paid coordinator would undertake and the most suitable source of funding. Check that this is workload that is not suitable for internship or alternate volunteer input.	

	2022 ACTION	WHO & WHEN
Paid person for external comms  External comms includes using Facebook, Instagram, Twitter to promote UBC events & campaigns, coordinating UBT focus, encouraging contributions (and integrating all)	This links back to “improved well-being of committee members”. Clearly identify the tasks that a paid coordinator would undertake and the most suitable source of funding. Check that this is workload that is not suitable for internship or alternate volunteer input.	
Governance	UBC Committee develops a “governance” plan whereby all aspects of operations are reviewed and updated across a 2-year time frame. Use ACNC website content as a starting point.	Christine to lead Good progress by June 2022
Succession planning	PD workshop (Evolve) – train UBC Committee in succession planning. UBC Committee uses a task force approach to manage succession in all its roles and includes this on committee agenda every quarter. Consider ways of broadening the diversity of input to and membership of UBC Committee.	Lynn to lead  Christine is Chairperson for 2022 New Treasurer needed 2023
Review UBC rules and revise if necessary	Part of good governance to review UBC Rules at periodic intervals (ensure it is captured above).	Chris A to lead
Successful events – with the 2022 theme resolved and actioned	<b>“ecological linkages” proposed as 2022 theme</b>	Sue to lead
New website within 5 years	Parcel up website updating / blog writing as a volunteer opportunity. This will need to link in with activity on UBC social platforms. Also ‘parcel up’ the WooCommerce elements of the website as finance work for outsourcing.	Christine to lead  Chris A to lead
Chart our progress against targets	Review and finalise draft Strategic Plan, including targets. Report on progress to the UBC AGM.	Lynn to lead 😊
More efficient internal operations	Establish very strong IT systems – set up the new office with new IT equipment; install modern software that is well secured and establish slick, efficient records managements protocols adopted by all committee members and any staff / contractors. Train committee and any staff to ensure that there is redundancy in use of systems (and that there are standard operating procedures where we need them).	Colma to lead with some direction + assistance from CR + CAA!
Better (more effective) internal communications	Understand the information needs of all committee members and explore usefulness of a collaboration platform such as Slack.	Heidi to lead

	2022 ACTION	WHO & WHEN
	Create a cheat sheet for what internal comms will use which channel and determine who needs to know (sounds like a RACI).	
More efficient meetings	Review the current template for Agendas and Minutes, considering how reports from Working Groups or project Steering Groups will be handled to ensure record management is sufficient and decision making is clear.	Christine et al
Prepared to say NO sometimes	Develop a cheat sheet for “we don’t do that... try xxx...”. Create a list of other organisations and their areas of interest. Refer also to the first point about committee members’ well being	Colma to lead
Securing funding for the above (especially tasks that don’t fit well into grant funding)	Implemented a “philanthropy” strategy to secure additional donations, possibly <b>funding a project officer</b> role in 2022 to implement the Bairstow recommendations including investigating Deductible Gift Recipient (DGR) Status.	Chris A to lead