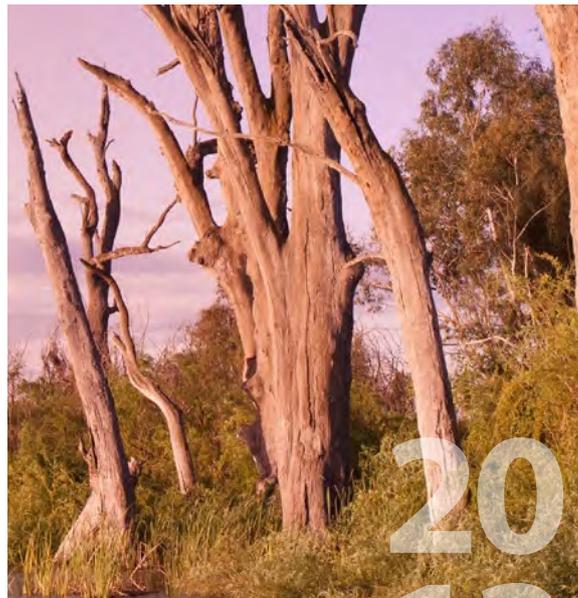
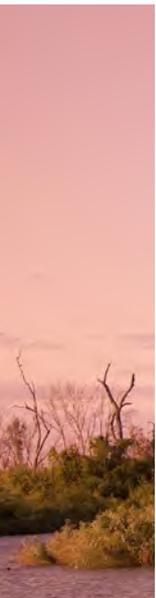


Conservation Council of South Australia **Strategic Plan**

Our Vision

South Australia's communities are living sustainably and our ecosystems are protected, restored and resilient.



20
13

-20
16

Our Vision

South Australia's communities are living sustainably and our ecosystems are protected, restored and resilient.

Our Mission

As the lead organisation for conservation and sustainability in South Australia, our mission is to represent our member groups and to amplify the voice of the community on environmental concerns. We undertake direct advocacy, grassroots engagement, campaigns, habitat restoration, sustainability projects and capacity-building – all to ensure that South Australians can live in a healthy, resilient environment.

Our Challenge

To present to the people of South Australia a convincing model of an environmentally sustainable, fair, equitable and dynamic steady-state economy to replace the present model based on perpetual growth.

Our key planning documents

SOUTH AUSTRALIA IN A CHANGING CLIMATE: A BLUEPRINT FOR A SUSTAINABLE FUTURE

Our blueprint is a comprehensive policy and planning document, developed in consultation with our members and stakeholders. It serves a role similar to that of South Australia's Strategic Plan, and articulates the policies the Conservation Council SA believes are necessary for a healthy environment.

STRATEGIC PLAN

Our Strategic Plan identifies the policies, goals, aspirational environmental targets and organisational priorities that we will pursue to achieve change in the short and longer term. The Strategic Plan helps us prioritise our effort and limited resources. It is not possible in this document to reflect every objective in our policy Blueprint; this strategic set of objectives is consistent with our Blueprint, grouped under the simplified headings of (1) making a fundamental paradigm shift towards sustainability and (2) conserving and restoring our natural places.

ANNUAL OPERATIONAL PLANS

These plans will guide our operations from year to year and will help us determine the budget and priorities to progress our Strategic Plan targets.

STRUCTURE OF THIS STRATEGIC PLAN

We explain how we engage, empower and advocate. Then we set out our strategic objectives in three sections:

Our Environmental Vision

Our Operations

Our Organisation.

In each instance, we identify our longer-term objectives (to 2030) and our shorter-term objectives to be pursued over the next three years (to 2016). These are drawn from our Blueprint (revised 2013), and in turn will be pursued via Annual Operational Plans.



We engage
 We empower
 We advocate



We engage with member groups to agree on key environmental and organisational policies.

In our project work, we collaborate with other sectors to raise awareness and increase participation in citizen science, support more sustainable practices and achieve better environmental protection.

We engage with the state and federal governments to collaborate on policy that will protect and restore our environment. We maintain this engagement when there is a need to advocate more strongly, to campaign against government policy and negotiate better outcomes.

We engage with environmental groups across South Australia and Australia to collaborate and share ideas.

We often engage with the business community, developers and miners when they are seeking to explain why a proposal should proceed and we convey why it should not, or why the design or location should be changed. We also advocate for strong environmental protection and sustainability measures should projects be approved. We inform proponents of the need for commitments to be fulfilled as promised and for open and transparent reporting of the project when in operation.



We engage

The Conservation Council SA seeks to engage with a wide range of stakeholders to exchange views, collaborate and maintain respectful dialogue when campaigning for particular outcomes. Engagement is the best way to begin advocacy.

We engage with the community to understand their needs and concerns in order for us to amplify their voices wherever possible. We provide the conservation centre, which acts as a hub and meeting place for community action on environmental issues.





DIRECT ADVOCACY

This involves engaging directly and building trust with decision makers in government, or government departments, boards and committees to lead, influence or change government policies and decisions. Direct advocacy is the Conservation Council SA's core role as the peak environmental organisation in South Australia. We represent and amplify the views of our members and the wider community to state and federal governments.

GRASSROOTS ENGAGEMENT

This involves the Conservation Council SA supporting community movements to achieve environmental and sustainability outcomes.

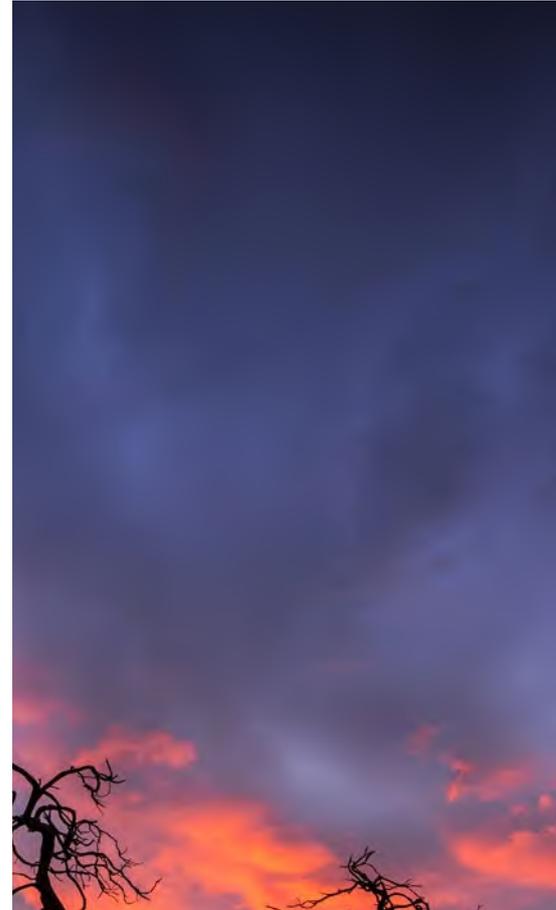
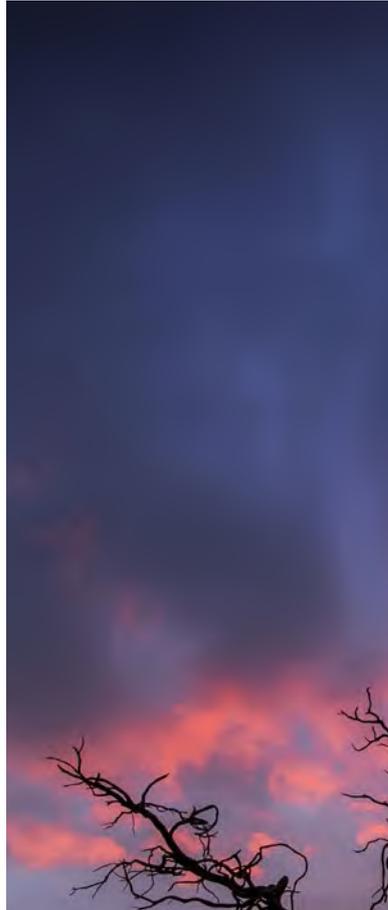
Grassroots engagement is relatively independent of government policy dialogue and involves building meaningful relationships with like-minded people in the community to achieve common objectives such as Transition Town movements, community gardens, or protecting important environmental assets. Grassroots engagement is also a key element of successful campaigning where there is a need for a demonstration of widespread community will to break down barriers and to assist direct advocacy and negotiation efforts.

CAMPAIGNING

This involves a planned, sustained and organised effort to bring about a particular outcome, policy or decision. Specific funding is often required to achieve campaign outcomes, which is why the Conservation Council SA makes public appeals to assist in its campaign efforts. When direct advocacy fails, or when the views of the Conservation Council SA and the environment community are ignored, public and political campaigning may be necessary.

We Advocate

The Conservation Council SA considers that "advocacy" is a broad term that covers its efforts to lead, influence or change policy and secure funding for the purpose of protecting our environment and striving towards sustainability. With this meaning, our efforts include presenting ideas, policy positions, submissions, use of media and social media, participation in government boards and committees, collaboration with other NGOs, business groups, unions, indigenous groups and others, engagement with industry, specific campaigns, public speaking, commissioning and publishing research or polls. We identify the three broad areas of operation that we undertake under the banner of advocacy.



The role of the Conservation Council SA may be to lead, collaborate or support a campaign in consultation with its members, other like-minded organisations and the community.

Direct advocacy, grassroots engagement and campaigning may interact in a number of ways to support our objectives. Both direct advocacy and grassroots engagement can be a component of the projects that the Conservation Council SA undertakes, such as working with landholders. Grassroots engagement may also be an important element of any public campaign undertaken.

We Empower

The The Conservation Council SA seeks to give a stronger voice to the environment sector and its members. We build the capacity of our members to enable the whole sector to be more influential. We fulfil the role of the peak environmental organisation in South Australia and if necessary will insist that our voice and the voices of our members are heard.

We advocate for more funding to the environment, and better processes for grant funding and engagement.



OUR ENVIRONMENTAL VISION

Program Areas	2030 Year Objectives	3 Year Objectives (2013-16)
OUR ENVIRONMENTAL VISION	1. SOUTH AUSTRALIA MAKES A FUNDAMENTAL PARADIGM SHIFT TOWARDS SUSTAINABILITY	
<p>ASPIRATIONAL GOAL</p> <p>South Australia's communities are living sustainably and our ecosystems are protected, restored and resilient.</p>	<p>1.1 The majority of South Australians have a low carbon, low consumption lifestyle.</p>	<p>1. The state government adopts a vision for the state that is based on sustainability rather than economic and population growth.</p> <p>2. South Australians change their consumption patterns and behaviour to reduce our impacts on the environment.</p> <p>3. Sustainability community groups are established in all bioregions.</p>
	<p>1.2 South Australia's greenhouse gas emissions have been reduced by 60% compared with 1990 levels towards a 2050 goal of 90% reduction.</p>	<p>4. The federal government maintains a price on carbon together with other incentives and drivers for reducing emissions.</p> <p>5. SA has established a greenhouse reduction pathway towards deep cuts in emissions.</p>
	<p>1.3 SA is powered by 80% renewables.</p>	<p>6. There is state government commitment to replace the Playford B power station with renewable energy sources and a plan is in place to replace the Northern power station with renewable energy sources.</p>
	<p>1.4 Waste to landfill has decreased by 90% compared to 1990 levels.</p>	<p>7. Zero Waste SA continues to operate and is adequately funded.</p> <p>8. The state government Waste to Resources Fund is rapidly re-invested in recycling, waste reduction and environmental initiatives.</p> <p>9. A state marine debris strategy is developed and implemented.</p>
	<p>1.5 Water sourced for human use does not compromise the environment. Surface and groundwater systems are not over-allocated.</p>	<p>10. All prescribed water resources have a Water Allocation Plan in place with adequate environmental flows. Where there is a risk that water resources may be overused, they should be assessed and prescribed.</p> <p>11. A state-wide desalination strategy is finalised and any proposed desalination plants must be assessed on the basis of cumulative impacts on the environment and greenhouse emissions.</p>
	<p>1.6 SA has made the change to sustainable human settlements and infrastructure.</p> <p>1.6.1 South Australia's built environment enables communities to live sustainably.</p> <p>1.6.2 Economic growth is no longer the main driver of economic policy.</p>	<p>12. The state's planning framework is reformed to reflect the views of communities, protect biodiversity, prepare for climate change impacts and drive the transition to sustainability.</p> <p>13. Education programs at all levels and disciplines provide greater priority to environmental awareness, ecosystem functions and sustainability.</p> <p>14. The state government adopts a well-respected alternative to GDP/GSP as a measure of economic wellbeing.</p>

Program Areas	2030 Year Objectives	3 Year Objectives (2013-16)
OUR ENVIRONMENTAL VISION	2. SA IS CONSERVING AND RESTORING ITS NATURAL PLACES	
<p>ASPIRATIONAL GOAL</p> <p>South Australia's communities are living sustainably and our ecosystems are protected, restored and resilient.</p>	<p>2.1. Trends of environmental degradation and species loss have started to reverse across all impacted ecosystems.</p>	<p>15. There is an effective legal framework for the protection of biodiversity.</p> <ul style="list-style-type: none"> → The Commonwealth Environment Protection and Biodiversity Conservation Act is strengthened to prevent further loss of biodiversity. → New state legislation is developed for protecting and enhancing biodiversity in SA.
	<p>2.2 There is adequate management and funding to prioritise and care for and monitor our biodiversity.</p>	<p>16. Funding for the environment portfolio is increased to 5% of total state government expenditure.</p>
	<p>2.3. A comprehensive, adequate and representative reserve (CARR) system is established across land, waterways and sea to protect all high conservation value areas, maintain ecological and biological processes, ensure connectivity and build resilience to climate change</p>	<p>17. There is an adequately resourced process to identify and map all ecosystems across SA including steps to:</p> <ul style="list-style-type: none"> → Protect areas of high conservation value as Wilderness Protected Areas. → Collect baseline data, monitor and report changes in species richness and abundance. → Return strategic areas to 'conservation use' to support NatureLinks biodiversity corridors <p>18. An industry-wide fisheries management strategy is developed to adequately monitor and reduce by-catch.</p>
	<p>2.4 Communities and landholders are supported to value, protect and restore biodiversity on private land.</p>	<p>19. The state government improves NRM support for 'Communities at the Centre' of NRM and land care activities in SA.</p>
	<p>2.5. The area of coast and oceans fully protected in a CARR system is increased to 30%.</p>	<p>20. Commitments to South Australia's Marine Parks and sanctuary zones are maintained.</p>

OUR ENVIRONMENTAL VISION



OUR OPERATIONS

Program Areas	2030 Year Objectives	3 Year Objectives (2013-16)
OUR OPERATIONS	3. WE ENGAGE	
<p>ASPIRATIONAL GOAL</p> <p>SA has a strong cohesive environmental movement driving environmental sustainability and related social change.</p>	3.1. Member groups are engaged in CCSA activities.	21. Member groups are satisfied with the level of consultation, collaboration and participation opportunities.
	3.2. CCSA will have a community hub that promotes the work of the environment movement.	22. CCSA has long term accommodation that meets its needs at low cost.
	3.3 CCSA will deliver positive environmental outcomes through developing and delivering successful projects that: <ul style="list-style-type: none"> a. engage the community and inform CCSA's policy work b. fill a gap in the environment sector c. are innovative and progressive. 	23. CCSA will facilitate collaboration on projects to maximise opportunities for member groups in SA. 24. CCSA has increased capacity to develop new projects. 25. CCSA will develop at least one new long term project in a major campaign area.
	4. WE EMPOWER	
	4.1. Member groups are empowered to engage in political processes in relation to environmental issues.	26. Member groups are able to access strategic advice and support regarding environmental issues.
	4.2. CCSA is widely considered an effective peak body, supporting its members' objectives in areas such as membership, finance, profile, campaigns and projects.	27. Member groups are satisfied with the level of support provided by CCSA to enable them to achieve their goals in areas such as membership, finance, profile, campaigns and projects. 28. CCSA advocates for volunteers in the conservation sector to be valued.

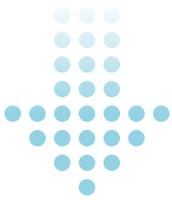
Program Areas	2030 Year Objectives	3 Year Objectives (2013-16)
OUR OPERATIONS	5. WE ADVOCATE	
<p>ASPIRATIONAL GOAL</p> <p>SA has a strong cohesive environmental movement driving environmental sustainability and related social change.</p>	<p>5.1. CCSA direct advocacy in policy, planning and decision making is respected and our efforts are effective.</p>	<p>29. CCSA will develop and implement campaigns on matters such as climate change, planning and the mining expansion.</p>
	<p>5.2. Each environmental policy area is supported by a major collaborative campaign.</p>	<p>30. Each major campaign will have at least one significant collaborative event.</p>
	<p>5.3. Successful communications planning supports efforts to engage, empower and advocate.</p>	<p>31. CCSA communications increase awareness and involvement in environmental issues in SA.</p>

OUR OPERATIONS



OUR ORGANISATION

Program Areas	2030 Year Objectives	3 Year Objectives (2013-16)
OUR ORGANISATION	6. FINANCIALLY VIABLE	
<p>ASPIRATIONAL GOAL</p> <p>CCSA is a well-funded, effective and efficiently managed NGO confident of its future. It is supported by a strong and active membership base, with volunteers and staff who are well resourced to deliver its mission.</p>	6.1 CCSA's funding model allows it to achieve South Australia's sustainability objectives without compromise.	32. CCSA will endeavour to operate within a balanced budget. 33. CCSA will have secure, predictable funding. 34. CCSA's funds from non-government sources will increase to 40% of budgeted administration income.
	7. DESIRABLE WORKPLACE	
	7.1 CCSA is a model employer, attracting skilled and committed people.	35. CCSA has highly motivated staff with a respectful and collaborative culture. 36. Continuous improvement and staff development processes are implemented. 37. CCSA achieves a 10% increase in the number of (non-staff) volunteers.
	8. STRONG MEMBERSHIP	
	8.1 All SA environment groups are engaged member groups of CCSA.	38. 75% of SA environmental groups registered with the Australian Charities & Not for Profit Commission (ACNC) and Consumer and Business Services (CBS) SA are member groups of CCSA. 39. 60% of member group representatives attend CCSA Council Meetings. 40. Sustainability community groups are members of CCSA.
9. SUCCESSFUL FUNDRAISING		
9.1 Fundraising is predictable, stable and integral to the operating model of CCSA.	41. CCSA achieves targets in its Fundraising Plan for regular givers and appeals. 42. Funding from donors increases by 50% compared with the 2012-13 budget. 43. CCSA attracts an increase in the number of long term donors. 44. The CCSA bequest program is implemented. 45. The CCSA partnership program with targeted organisations is implemented.	



To provide a strong cohesive environmental movement driving social change

HOW THE STRATEGIC PLAN GUIDES OUR MISSION

We engage



We empower



We advocate



OUR ENVIRONMENTAL MISSION.

South Australia's communities are living sustainably and our ecosystems are protected, restored and resilient



We achieve financial strength



We have a workplace that attracts skilled and committed people

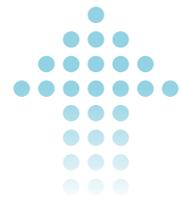


We support members to be engaged



We have strong and effective fundraising

To ensure organisational strength and well-being





Conservation Council
of South Australia

Level 1, 157 Franklin Street
Adelaide SA 5000

phone (08) 8223 5155
www.conservation.sa.gov.au

© Conservation Council SA 2014