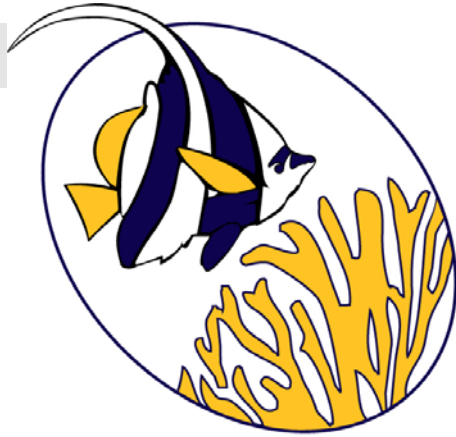


REEF CHECK AUSTRALIA



REEF CHECK
AUSTRALIA

STRATEGIC PLAN 2010-2013 & ACTION PLAN 2010-2012

EMPOWERING PEOPLE TO SAVE OUR REEFS AND
OCEANS



STRATEGIC PLAN 2011-2013

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1. EXECUTIVE SUMMARY

This Strategic Plan lays out a clear direction for Reef Check Australia to follow over the next 3 years and beyond. It is essential that this should be used as a working document that is updated and referred to regularly. A review should be scheduled at the end of every financial year.

Our vision, mission, core values and objectives have been modified to reflect the changes in Reef Check Australia's (RCA) direction over the last few years. Our vision, which is the ultimate aim of Reef Check Australia's efforts, is to see healthy and sustainable coral reefs supported by an engaged and informed public. This vision emphasizes the dual aims of Reef Check Australia; we do not believe you can have healthy coral reefs without an engaged and informed public; and our work focuses on both these areas.

It was decided after discussions with members, volunteers, staff and the Board that we should adopt the new tagline of Reef Check International '*empowering people to save our reefs and oceans*'. This demonstrates our collaboration with Reef Check International as well as emphasizing our parallel aims with all Reef Check organizations. We also felt this tagline reflected the public perception that we wish to engender in Australia. Our core values reiterate the ethical and moral stances we wish to follow in all our activities whereas our primary objectives once again detail the main aims for Reef Check Australia.

From our Environmental Scan, it was decided that efforts needed to be concentrated on; increasing the use of RCA data; increasing awareness of RCA within QLD and eventually Australia; and moving us away from our reliance upon grants towards more sustainable forms of income revenue. The latter is an important issue that we will focus on in 2010 and 2011. Without sustainable forms of income we have been experiencing high staff and project turnovers and great uncertainty. We will be developing new income streams including a premium membership and new Sea Store, and actively searching for corporate sponsors. We will also be working to build upon the excellent initial reception of RCA in South-East Queensland, and further expand upon our work on the successful Reef IQ program.

The Strategic Direction section gives a good overview of where we see Reef Check Australia heading over the next few years, whilst the Action Plan expands further on these strategies for the next 2 years. This Action Plan is added to this document to ensure that strategies are put into place and acted upon, something that is often neglected once a Strategic Plan is developed. Once again it should be reiterated that this is a dynamic document that needs updating at least once a year by the Managing Director with support from the Board and staff.



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2. VISION, MISSION AND CORE VALUES – OUR PHILOSOPHY

1) Vision:

Healthy and sustainable coral reefs supported by an engaged and informed public.

2). Mission Statement:

To promote healthy coral reefs through scientific research, community education and marine conservation.

3). Tagline:

‘Empowering people to save our reefs and oceans’

Reef Check Australia will use the same tagline as Reef Check International in order to demonstrate our commitment to the same overall goal as other Reef Checks, and collaboration with Reef Check International.

4). Core Values

1. Empowering and engaging the community in environmental conservation and decision making.
2. Collaborating and cooperating with other partners to achieve our vision.
3. Maximizing stakeholder benefits with minimal cost.
4. Acting with professionalism and integrity at all times.
5. Aspiring to excellence and striving for innovation in all our activities.

5) Objectives

1. To generate and publish select coral reef data that is highly valued by scientists and marine managers.
2. To create meaningful opportunities for the public to engage in coral reef conservation.
3. To help the public understand the value of coral ecosystems and how they can help protect them.
4. To produce high-quality educational and public awareness programs, facilitating behavioural change and promoting sustainable practices that help to protect our environment.
5. To enhance Reef Check Australia’s credibility, promote our reputation nationwide and progress towards a position of financial sustainability.



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3. ENVIRONMENTAL SCAN

The environmental scan involves carrying out a SWOT analysis to assess the environmental, economic, political, and social (and cultural depending on who you talk to) layout of the land.

	POSITIVE	NEGATIVE
INTERNAL	<p>STRENGTHS:</p> <ol style="list-style-type: none"> 1. Established name and business. 2. Established volunteer base. 3. Only organisation that provides non-scientists with a way to engage in coral reef monitoring. 4. SEQ project excellent initial reception. 5. Reef IQ project well received. 6. Numerous partnerships already established. 7. Good basic marketing established – website etc - just need to get it out there. 	<p>WEAKNESSES:</p> <ol style="list-style-type: none"> 1. GBR project not reaching primary aim of providing data to coral reef managers (not accepted). 2. Lack of partnership with GBMPA. 3. Lack of awareness of RCA even in Townsville. 4. Surveys need to be run better; more professionalism and increase quality assurance. Need experienced supervisors. 5. Courses need to be streamlined/run better/more accessible. 6. Not able to access reefs outside dive destinations. 7. Lack of opportunities for inexperienced divers/non-divers. 8. Management and board needs to be revived.
EXTERNAL	<p>OPPORTUNITIES:</p> <ol style="list-style-type: none"> 1. No competing organizations (doing the same thing). 2. Emergence from GFC – opportunities to obtain corporate sponsorship. 3. Increasing prominence of climate change issues and coral reefs. 4. New collaboration opportunities available in SEQ. 	<p>THREATS:</p> <ol style="list-style-type: none"> 1. Lingering impacts of GFC on funding including reduction of environmental grants. 2. Reliance on grants 3. Competition from other upcoming environmental orgs.



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4. STRATEGIC DIRECTION

This strategic plan lays out the main strategies Reef Check Australia will be using to fulfill its primary objectives and ultimately its vision. The action or business plan to achieve these strategies is laid out in the next section. Each strategy is linked to the primary objective (below) it works towards which ultimately aim to achieve our vision to see healthy and sustainable coral reefs supported by an engaged and informed public.

Objectives

1. To generate and publish select coral reef data that is highly valued by scientists and marine managers.
2. To create meaningful opportunities for the public to engage in coral reef conservation.
3. To help the public understand the value of coral ecosystems and how they can help protect them.
4. To produce high-quality educational and public awareness programs, facilitating behavioural change and promoting sustainable practices that help to protect our environment.
5. To enhance Reef Check Australia’s credibility, promote our reputation nationwide and progress towards a position of financial sustainability.

Year	Strategy	Related to which objective?
2010	Move RCA towards a <i>social enterprise model</i> . 25% of core costs covered by non-grant incomes streams by end of 2010/2011 financial year.	5
	Increase RCA data use by managers and scientists.	1 & 5
	Move focus away from data collection towards community education to a 50/50 mix. Develop education and awareness strategy.	2, 3 & 4
	Increase awareness of RCA in Queensland.	5 (2, 3 & 4)
	1 Behavioural Change Campaign run focused in SEQ.	3 & 4
	Increase course and survey efficiency and accessibility.	1 & 2
2011	50% of core costs covered by non-grant income streams by end of 2011/2012 financial year.	5
	Research feasibility of moving RCA HQ to SEQ	2, 3, 4 & 5
	Introduce 2 Educational and Behavioural Change Campaigns.	3 & 4
	Introduce 2 in-water programs created for wider audience	2
	Put in place periodic review and improvement of training and surveys.	1
2012	75% of core costs covered by non-grant income streams.	5
	Programs created for snorkelers and fishers in Australia.	2 & 3



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	2 Educational and Behavioural change programs run.	3 & 4
	RCA Monitoring established in WA on Ningaloo Reef	1, 2, 3, 5
	Awareness of RCA to have increased in QLD substantially (15-30% by end of year).	5
2013	100% of core costs covered by non-grant income streams (only specific projects covered by grants).	5
	Increase awareness of RCA Australia-wide (15-30%).	3 & 5
	RCA monitoring established in other areas with coral in Australia.	1, 2, 3, 4
2014 and beyond	RCA marine conservation programs established throughout Australia. Australia wide RCA programs available for school children. Recognition of RCA as best practice training hub within the Indo-Pacific.	



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5. ACTION PLAN 2010-2012

All actions should be SMART; that is Specific, Measurable, Achievable, Relevant and Timely. Project Management Plans stemming from this Action Plan can be found in the relevant folders on the main RCA server.

RCA Action Plan for 2010/2011				
Strategy	Actions	Task	Budget \$	Deadline
Move RCA towards position social enterprise; 25 % of core costs covered by non-grant incomes.	-Develop and instigate corporate sponsorship acquisition plan. Aim for \$50,000 by end of 2010.	Jo	Minimal; max \$2000 from internal if high potential.	1 st December 2010.
	Develop new income stream strategy including premium membership, online store and university franchises.	Jo	Budgets and cost/benefit analysis set up and available.	Deadlines outlined in PM plans.
	Set up Income Streams Committee.	Jo	Minimal	1 st August 2010
	Increase donations by increasing awareness and making donating easier and more appealing.	Jo	Minimal	Ongoing
Increase RCA data use by managers and scientists.	Complete precision paper.	Jos and Terry	Minimal although potential to write grant if necessary.	1 st Dec 2010 or end of July 2011 if not possible.
	Adapt surveys to fit in with GBRMPA needs. Current option to train up RCA volunteers in Rapid Impact Assessment and make available.	Jo	Will need to write grant to train up volunteers. Feasibility still under discussion.	
	Develop relationship with GBRMPA. As of Aug 2010 developed through collaborative paper and competition, with Eye on the Reef. Reef HQ as premium partner.	Everyone	Under discussion with GBRMPA	Photography comp planned for around May 2011. Paper collaboration asap.
	Iron out survey database and promote better through media releases, more website presence and collaboration with partners.	MD	No budget allocated to this at this point. Need to write a grant to add editing	Ongoing



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			function.	
	Add size indicators to data collection.	Terry	Minimal	1 st Dec 2010
	Targets of data use to be clarified in document.	Jo	None	1 st Dec 2010
Move RCA away from data collection towards community engagement.	Run one main Behavioural Change Campaign.	Jenn	Caring for Our Country budget.	30 th Sep 2010
	Increase work on and promotion of Reef IQ by engaging an Education Officer (volunteer).	Jo and Jenn	Myer Fund budget. Need to write another Reef IQ grant.	Education Officer engaged for 2011.
	Develop Education and Awareness Strategy.	Jo	None	1 st Dec 2010
	Develop snorkel protocol and surveys	MD	Potential to write a grant for this.	1 st July 2011
Increase awareness of RCA in QLD.	Develop Marketing Strategy.	Volunteer Marketing Officer under MD guidance	None	1 st Dec 2010
	Engage volunteer marketing officers through JCU and UQ to ensure regular sending out of newsletter and media releases.	Jo and Jenn	Minimal	Ongoing
	Increase RCA signage with partner dive operators.	MD	Minimal	Ongoing
	RCA Annual Dinner and Fundraising Event.	Jo	Internal and GCBF grant	Organise for end of Nov 2010.
Increase training and survey efficiency.	Intensive training courses run on OIRS and Stradbroke.	Jo	CAG budget	
	More supervisory role of DMs on surveys	Jo and Jenn	Minimal	In place for next SEQ and GBR surveys.
	Science and Survey Committee established to review science and data collection.	Jo	Minimal	1 st Aug 2010.
Develop SEQ Strategy Plan	Develop strategy to optimize SEQ strengths.	Jo and Jenn	Minimal	1 st Dec 2010



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RCA Action Plan for 2011/2012				
Strategy	Actions	Responsibility	Budget \$	Deadline
50% of core costs covered by non-grant income streams.	Increase corporate sponsors	MD		
	Increase premium members			
	Increase number of products available in Sea Store.			
	Increase donations through strategy and direct mailing.			
Move RCA HQ to SEQ.	Develop Project Plan for move. Rebranding of all stationery and updating of all ASIC requirements.	All staff	Dependent upon financial feasibility.	
2 Education and Behavioural Change Campaigns.	Develop Project Management Plans. Implement campaigns. Evaluate.	All staff		
2 in-water programs created for wider audience.	Develop and promote underwater reef guide, and in-water education program, both which have already been worked on.	MD with Science Committee support.		
Put in place periodic review and improvement process for training and surveys.	Develop review and put in place.	MD		