

Why a Vision Statement and Vision Support Plan are essential framework scaffolds

By

David McKellar

Member, Royal Society of Queensland

Member, Institute of Management Consultants

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Why a Vision Statement and Vision Support Plan are essential framework scaffolds

A few observations and comments towards a **transdisciplinary approach** to this 'complex set of problems' i.e. Rangelands

Vision Statement needed

- A succinct Vision Statement enables corporate buy-in
- All stakeholders / interest groups need to sense they're 'in scope'
- A Vision Statement gives rise to a Vision Support Plan (VSP) scaffold

Vision Support Plan follows

- The VSP enables each and all to buy-in at the strategic level
- Each entity can adopt and adapt to VSP strategies and play a role
- Minister, Cabinet, Budget processes touch points / risks / clarity
- Federal, State, Local resourcing buys-in to VSP corporate level
- Tactics get sorted where operations meet strategic level / revision is ongoing
- All issues become subordinate to the accountability and responsibility sheeted home in the VSP as are all Operating Actions and Projects, Programs etc . A Patron (Governor General of Australia?) and Envoys etc need to be identified in due course.

Questions for the Rangelands People 1

1. Why is it that 20% of farms can sustain and do well? What is the real situation and the level of risk?
2. Why is it that pastoral areas are not rested and managed properly? Is this not a direct State accountability and responsibility?
3. Whose role is it to maintain the Rangelands landscape? What part do landholders have to do and what is the government's role?
4. If it is that 80% of farms are in fact too small / under-resourced & unable to cope, what is government's roles in fixing?
5. What transition arrangements must be invoked to repopulate and more productively sustain our food-producing lands?
6. What does this mean for Australia's food security – 2025, 2030 thru to 2050?
7. Drought and climate impacts – what water and energy initiatives could / should councils/ government facilitate? Examples:
 - help sustain regions, reduce vegetation impacts from weeds and ferals
 - adopt Indigenous & transdisciplinary methodologies
 - manage and sustain emergency services
8. How could grants and direct subsidies enable **Town Brands** and **Products** to be more viable?

Questions for the Rangelands People 2

9. What could **commercial operators, DFAT and industries** do to generate income streams e.g. spousal?
10. What would make the majority of farms viable without aid? Is this not a major national security risk?
11. What federal, state & council procurement alignments should be negotiated?
12. What are the likely **Rangelands industries and CSIRO initiatives** / grants / **rural banks' interest** subsidy / debt burden relief
13. Preventative health – wellbeing opportunities / co-benefits/ refinement of services on the ground by communities?
14. What ways / synergies could we all adopt to create a change of attitude? Town by town, region by region – align and simplify?
15. Regions – Define their capabilities, infrastructure, facilities and resilience – so incentives needed.
16. Communities' strengthening – stock-take of amenities and status?
17. Heatwave conditions – Emergency services needs – volunteer succession?
18. Volunteering, jobs, networks & hubs – what training / supplementation is required based on ageing / decreased resources
19. Relationships – city and country – People-centric and land-centric – what aid should be re-directed
20. Developing more trusted authorities – get real about the effort required to reverse our national risk and extent of decline
21. Training for success in new pathways.

Potential New Value - Rangelands?

Global, systematic search for new value – Food security
Sustainable Indigenous & Transdisciplinary Methodologies
Spousal & short-term income streams
Farm income without aid / delayed gratification / diversity
Federal, State & Council procurement focus and new initiatives
Industries and CSIRO initiatives / grants / rural bank subsidy
Preventative health – well-being opportunities / co-benefits
Ways / synergies create a change of attitude
Regions – Capabilities, infrastructure, facilities and resilience
Community Strengthening – stocktake of amenities and status
Heatwave conditions – Emergency services techniques
Volunteering, Jobs, Networks & Hubs – grant funding
Relationships – city and country – People-centric and land-centric
Developing more trusted authorities
Training for success in new pathways
Incentives to regions, towns and people

New Vision Themes / Elements - Accountability for Rangelands?

New level of **national priority** for **Land and People** – **Food Security and Sustainment**
Natural beauty of Landscapes and amenities - recreation, public-private good & **Tourism**
Land Care - Rethink Habitat Management, Methodologies, **Technologies and Practices**
Diversity - Enabling new Income Streams / embracing re-purposing & change
Wealth creation - Grow Jobs and incomes through better management of all resources
Debt relief, burden sharing and **succession** planning
More prudent alignment of funding / resources - Federal, State & Council with Industries
Implementing Research initiatives / Grants / Rural Bank subsidy / **Pastoral Labs**
People wellbeing opportunities - Preventative Health / co-benefits
Attitude change Ways / synergies / Life Long Learning
Value in Towns, People and Regions – **local global outreach**
Resilient Communities – **protect heritage / adapt to 'new normals'**
Risk / Emergency Services Management – Drought, Water Conservation and Heat
Development and **Education** – all ages - Volunteers, Jobs, Networks & Hubs
Relationships – city and country – People centric and Land Centric – together
Toward more Trusted Authorities, resources and **Training** for success
New pathways and Incentives to regions, towns and people – **interest areas and arts**

Vision Statement

can be teased out of the key words highlighted in bold above

VSP is a separate succinct document

New pathways and Incentives to regions, towns and people – interest areas and arts

national priority for **Land and People** – **Food Security and Sustainment**

Natural beauty

Tourism

Land Care Technologies and Practices

Diversity

Wealth creation – succession planning

Alignment

Implementing Research Pastoral Labs

People wellbeing opportunities - **Attitude change**

Value in Towns, People and Regions – **local global outreach**

Resilient Communities – **protect heritage / adapt to ‘new normals’**

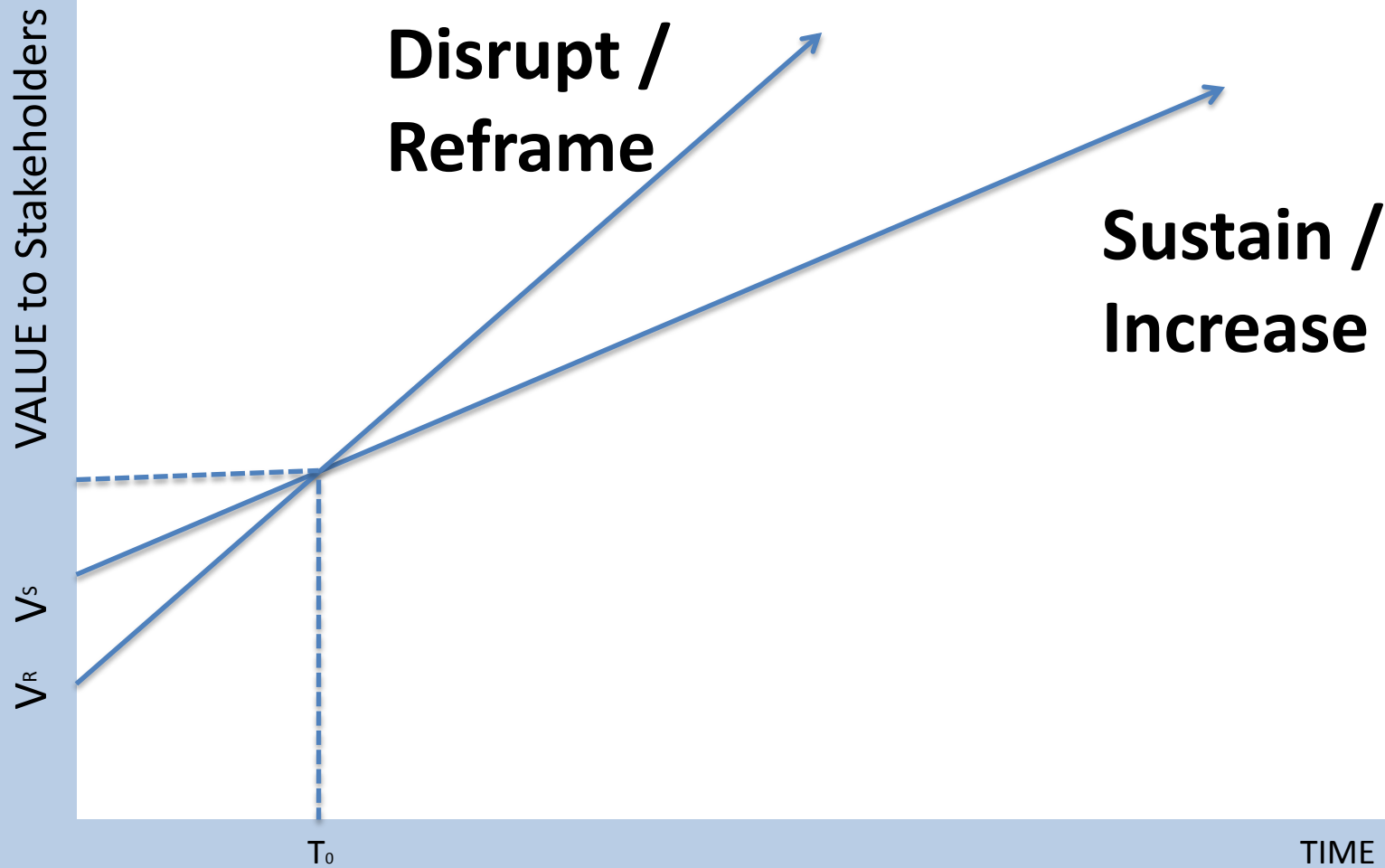
Risk / Emergency Services Management

Development and **Education** – **Relationships** – city and country

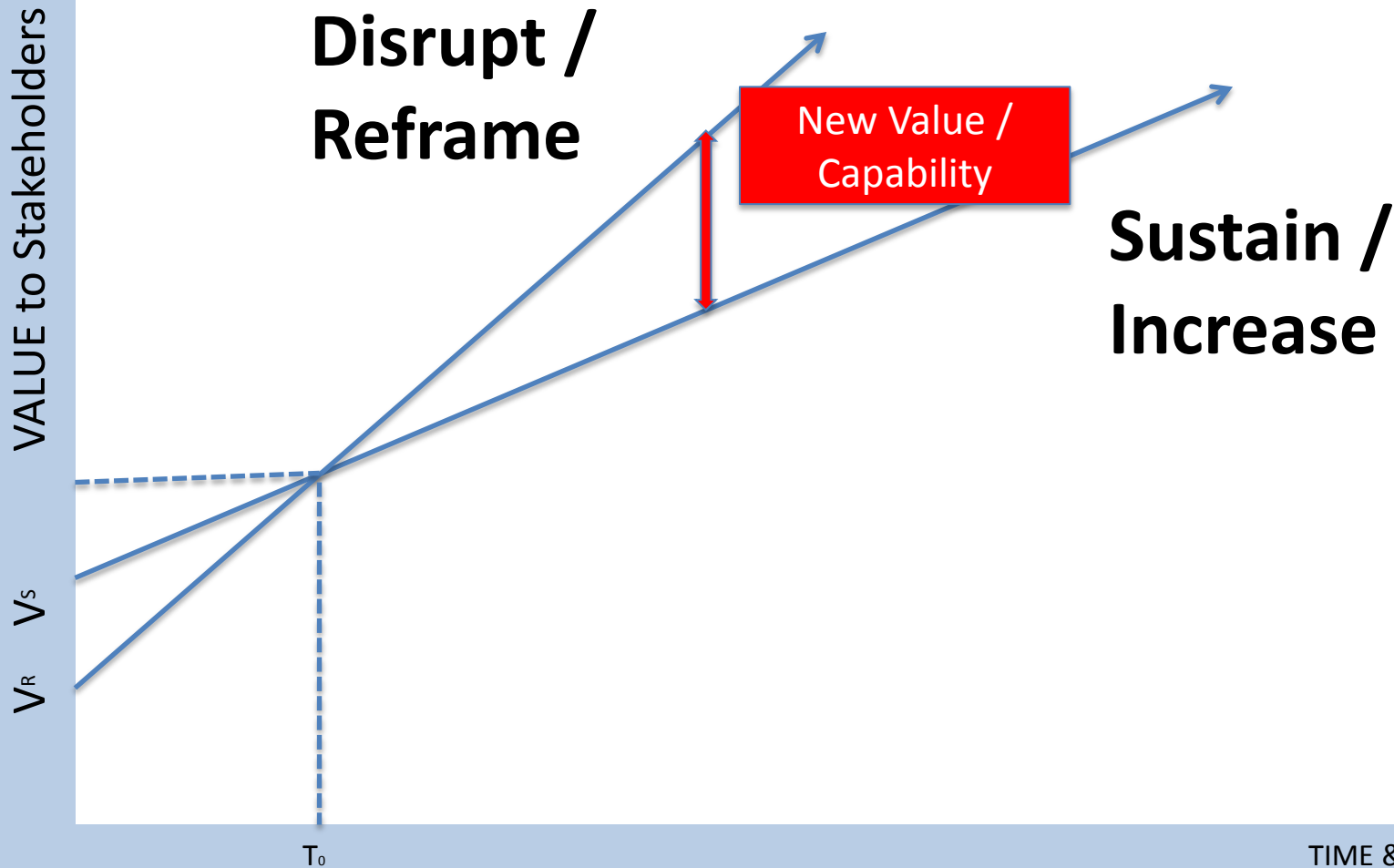
People centric and Land Centric – together

Toward more Trusted Authorities, resources and **Training** for success

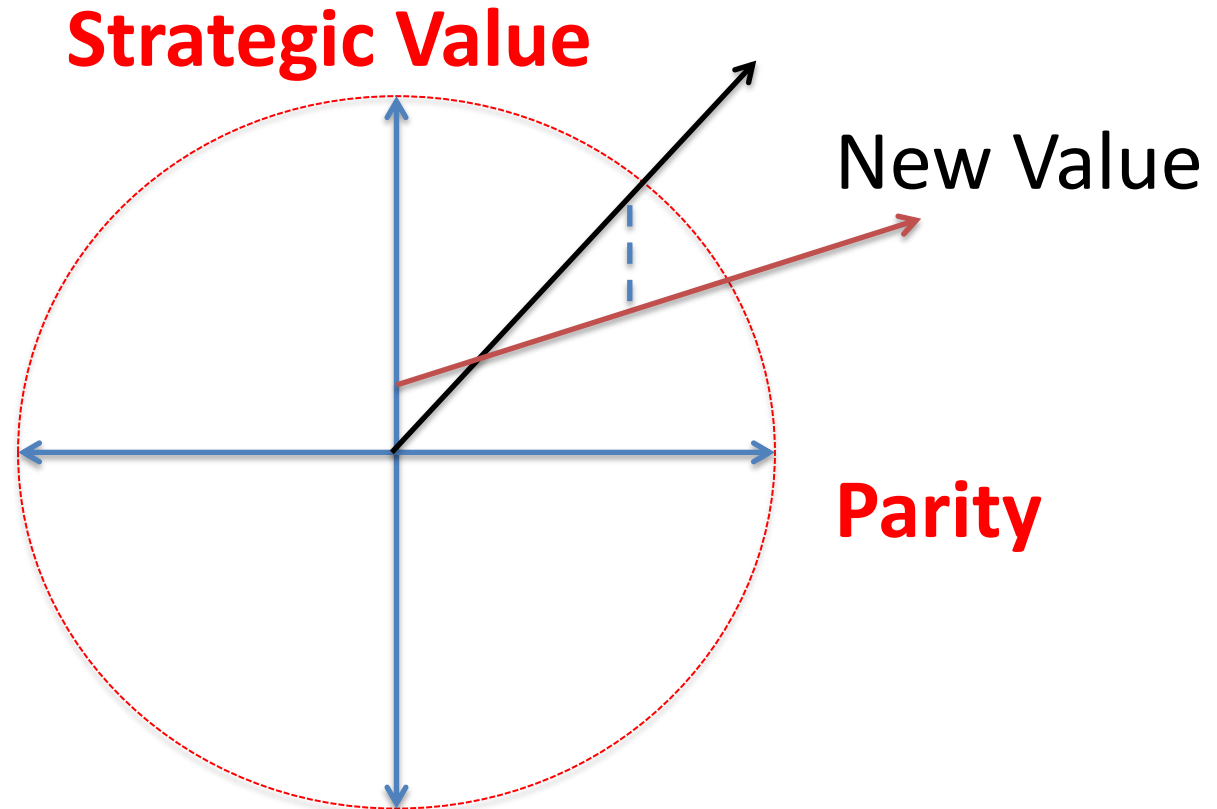
Challenging Assumptions



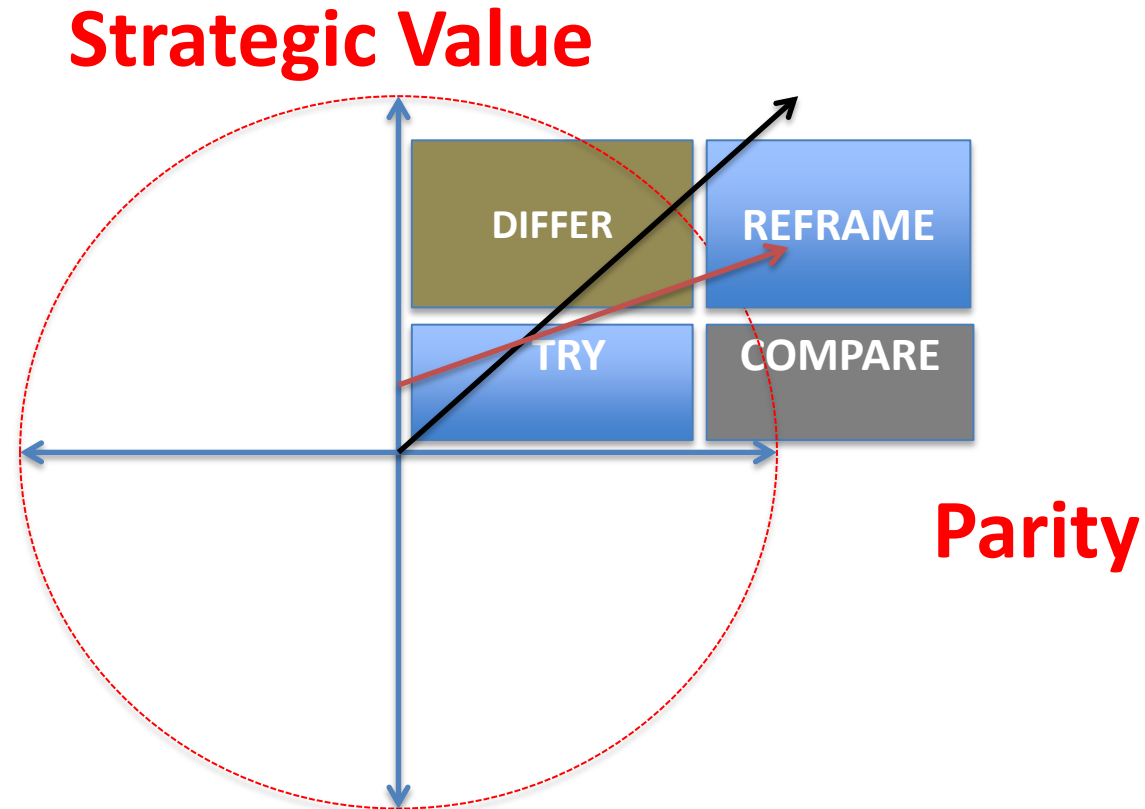
Changing Attitude – Gain Value



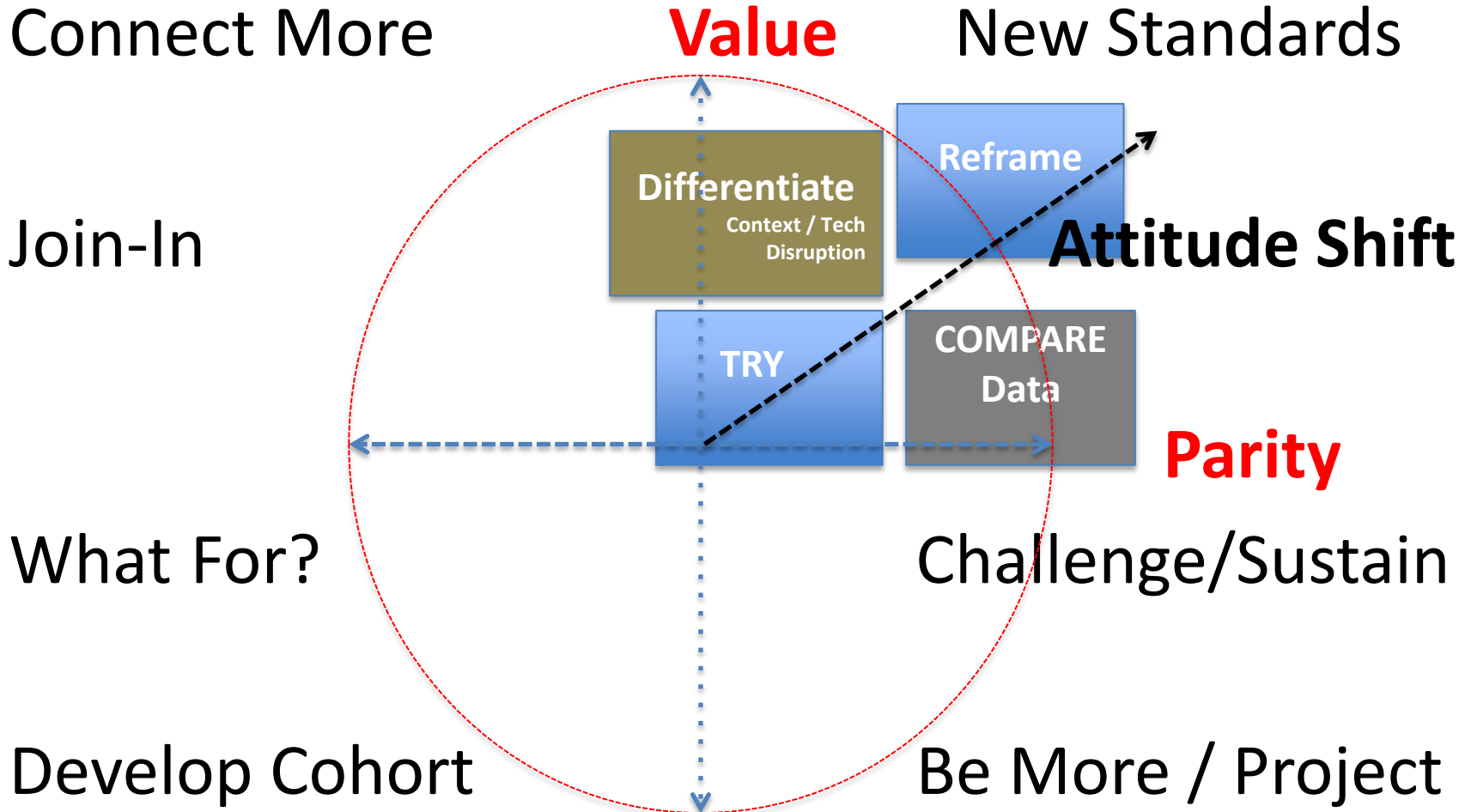
Rangelands Authority Pathway – New Name / Marketing ?



Trust in new Authority Focus – Reasons to Plan Better?



Rangelands Authority – Creativity



Rangelands' Enterprises

- **Marketing Plans – Areas to focus and invest?**
- **Business Plans – Opportunities and targets?**
- **Brands** – Accreditations (Manage/Sustain Image)
- **Newsletters** – linking Real & Virtual **Communities**
- **Advisory – Tips / Labs** – Benefits / potential wins
- **Associations – Affiliations / Partners / Buy In**
- **Obligations Checklist – Red Tape** reduction
- **Shared Facilities / Services – Local Global Better**

Vision Support Plan – potential new links

Example below where a VSP would expand on links with Communities

A Vision Statement and Vision Support Plan sit in the Executive Management domain – **these are essential processes and items to differentiate this new planning from all previous attempts**

The VSP gets reviewed periodically and tactics alter accordingly

The Entities and Groups across Rangelands would take a lead from the Rangelands VSP and compliances would be clear and visible

The Operational Plans and Entity Accountabilities and Responsibilities would be managed concertedly with respective parties

Where resources could be better aligned, this would become more clear

An example of obvious new Value could be in Preventative Health and trade-offs around Debt Burden Relief and the Upside from planned aggregation of land holdings toward better land care

Comparative Business Model

**STRATEGIC
IMPACT**

VALUE to Stakeholders
 V^S
 V^R

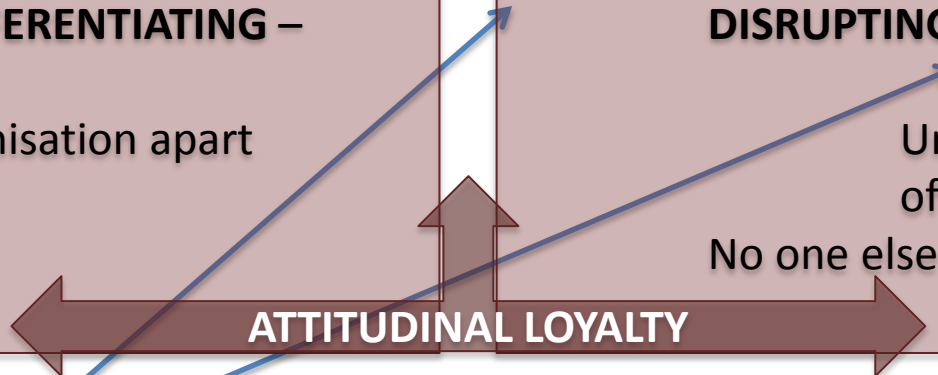
DIFFERENTIATING –

Sets the Organisation apart
from the rest

DISRUPTING –

Unique CLASS /
offering
No one else is in this class

ATTITUDINAL LOYALTY



CONTRIBUTING –

Maintains position

REFINING -

BEST in CLASS Offering

BEHAVIOURAL LOYALTY



T_0

TIME

PARITY

More Regionally Bounded Services

Example of new 'Trusted Authority' Focus –
Multi-Sports, Volunteering & Preventive Health Partnering

Strategic Value – Global Models



Physical Literacy, Sport & Preventative Health as an Enabler

Projects to drive new value & using technology gains
Preventive Health co-benefits – relief & wellbeing
opportunities in regions

Developing more Trusted Authorities

New Pathways / synergies / coach / change of Attitude

Mobile services and better training at all levels

Debt Management, consolidation & release scheme

Regions – Capabilities, Facilities and Resilience

Community Strengthening/reconnect people in service

Volunteering, Jobs, Networks & Hubs

Relationships – Domestic Violence & Disability help