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

4 July 2019
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?
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
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

- Disrupt / Reframe
- Sustain / Increase

Diagram:
- VALUE to Stakeholders
- TIME
- \( V_R, V_S \)
- \( T_0 \)
Changing Attitude – Gain Value

Disrupt / Reframe

New Value / Capability

Sustain / Increase

VALUE to Stakeholders

\( V_R \)

\( V_S \)

\( T_0 \)

TIME & EFFORT
Rangelands Authority Pathway – New Name / Marketing?

- Strategic Value
- New Value
- Parity
Trust in new Authority Focus – Reasons to Plan Better?

Strategic Value

Parity
Rangelands Authority – Creativity

Value

Connect More

New Standards

Attitude Shift

Join-In

Parity

What For?

Challenge/Sustain

Develop Cohort

Be More / Project
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
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**

**DIFFERENTIATING** – Sets the Organisation apart from the rest

**DISRUPTING** – Unique CLASS / offering No one else is in this class

**CONTRIBUTING** – Maintains position

**REFINING** - BEST in CLASS Offering

**ATTITUDINAL LOYALTY**

**BEHAVIOURAL LOYALTY**

$V_R$ $V_S$ VALUE to Stakeholders

$T_0$ TIME
More Regionally Bounded Services
Example of new ‘Trusted Authority’ Focus –
Multi-Sports, Volunteering & Preventive Health Partnering

Strategic Value – Global Models

- Asia Pacific Hub
- Preventive Health
- New Community Purposes
- 55 Regional Development Regions
- Rangelands & ClubLand
- Domains & Capability
- 500 – 650 Local Council focus areas in Australia
- Fire & Emergency Wardens & Volunteers
- Non Profit / FP New Business Approaches
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