



# Strategic Plan 2016 – 2021

Final, August 2016

## Our Aim:

To be the organisation that people turn to for networking, learning and discussing natural resource management issues and activities across the Upper Murrumbidgee catchment.

*professionalism respect honesty trust  
inclusive independent transparent  
effective relevant*

## From the Chair

*many voices, one network*

The Upper Murrumbidgee Catchment Coordinating Committee (UMCCC) progressively formed during the 1990s as an interjurisdictional body supported by the NSW government's Total Catchment Management program. By 1996, UMCCC formed a subcommittee of the Murrumbidgee Catchment Management Committee (a precursor to the Murrumbidgee Catchment Management Authority, now part of South East Local Land Services) and provided an opportunity for natural resource management (NRM) practitioners in both the ACT and the surrounding areas of NSW to contribute to planning and landscape management at a catchment scale. The role of UMCCC in bringing people together across jurisdictional boundaries was clear recognition that NRM issues do not stop at State or Council boundaries.

While the focus of UMCCC has been to facilitate coordination and collaboration between NRM practitioners across borders, there has been a history of leading strategic projects that have had wide ranging and long lasting impact. The early focus for UMCCC was the management of vegetation across the catchment and one of the key outputs was a Regional Willow Management Strategy. This was first produced in 1998, revised in 2010, and continues to provide the guiding document for NSW and ACT governments on willow management in the Upper Murrumbidgee Catchment. More recently UMCCC brought together stakeholders and the wider Upper Murrumbidgee Catchment community to develop the Actions for Clean Water Plan (2012) (ACWA) following a series of high turbidity events in the upper Murrumbidgee River. This plan provides a catchment wide prioritisation of actions to help improve water quality in the catchment.

UMCCC has historically employed a part time facilitator who has kept the network alive and borne the administrative load of the organisation. In 2013, UMCCC were unsuccessful in our bid to obtain funds to support our operation and we have operated on a volunteer basis since then. As a consequence of losing our funding we have pared our activities back to the basics. The membership of UMCCC has remained strong and we are still providing a relevant and valuable forum for our members and maintaining a positive profile. The continued support and involvement from our members is testament to the value of UMCCC in the region. UMCCC is currently made up of members from across the region, including representatives from local councils, NSW and ACT government agencies, NGOs, Waterwatch, special interest groups, Landcare networks, industry organisations and universities as well as a number of individuals. We currently have a mailing list of more than 60 people and our meetings attendances during 2015 have averaged 25.

The loss of funding gave UMCCC the impetus to take stock of our activities, our place in the region, and consider what our future might look like. The past two years have seen us develop an independence and strength of purpose. Our members have rallied and we are looking to the future. We have drawn on the views of our members to think deeply about our core purpose and activities over the next 20 years. These contributions have formed the basis of our strategic plan for the next five years which is presented here. UMCCC was, and still is, a unique organisation and this strategic plan provide a pathway to our future.

*Dr Fiona Dyer*








Chair

August 2016

## Strategic Planning Process

The UMCCC Executive Committee embarked on an 11 month process to develop a 5-year Strategic Plan, covering February 2016 – February 2021. A strategic planning workshop was held in February 2015, which included more than 20 of the UMCCC members and stakeholders. The UMCCC Executive Committee progressed the development of the strategic plan at each of its monthly meetings, with the aim to have a draft presented at the AGM in November 2015.

The following messages have been considered by the UMCCC Executive in developing this Strategic plan:

-  UMCCC needs to clearly define its role within the region. This will clarify the activities it undertakes and the funding it needs. Identifying a role will provide members with text that can be used in grass roots marketing and discussions.
-  A consistent message from members is that they value the opportunity that UMCCC gives them to meet, network and talk. UMCCC needs to retain a diverse membership to be worthwhile and if that can be maintained UMCCC is delivering value to the partners.
-  UMCCC has a lot of support within the region and is seen as becoming increasingly relevant as catchment planning in the region has a greater profile. It is seen as important to its members and the ability to persist without funding is testimony to the role it plays within the community
-  UMCCC has previously become involved in project and on-ground delivery but this is the realm of the member organisations and there is some concern that if UMCCC were to persist in this space that it competes with its own member organisations. There is a need to have an ongoing discussion with members about what they want UMCCC to deliver.
-  Making UMCCC larger would require more resources, but would potentially generate more resources. The challenge arises in the step up phase as the load would fall on the existing members to deliver the increased role when they may not have capacity to do so.
-  UMCCC needs to be responsive to the needs of the membership base. The successes it has had in the past (through the Willows project and the ACWA plan) have been because UMCCC provided a cross-border group that could combine forces to address an issue that was a priority for a large group of members.
-  Members need to be asked to do their bit in maintaining the profile of UMCCC. We are a grass roots organisation and the members need to play their part in ensuring we are relevant and successful. If members and partners are unable to contribute in this small way, then we have to question the ongoing existence of UMCCC.

# UMCCC Overview

*who what where why*

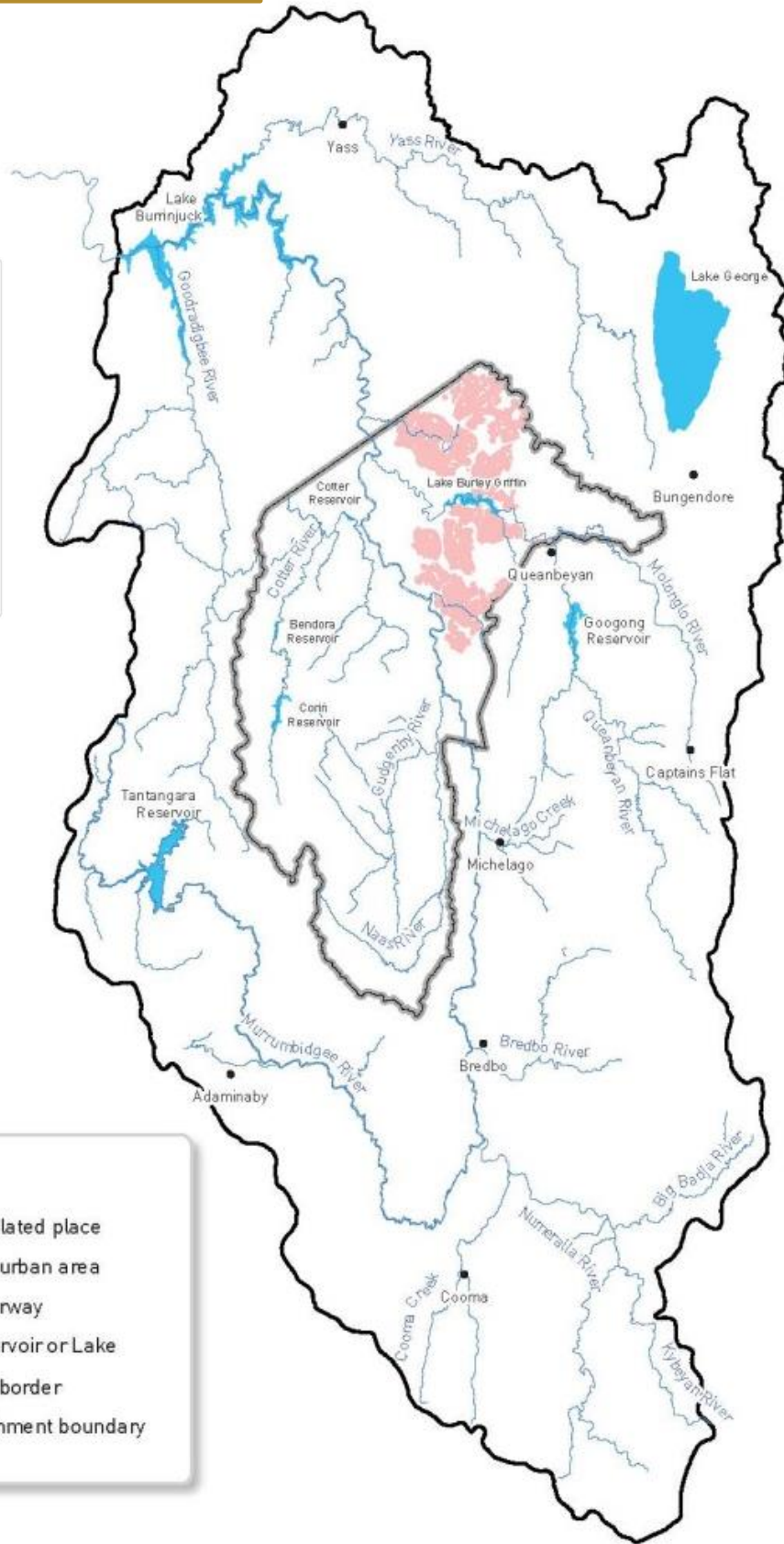
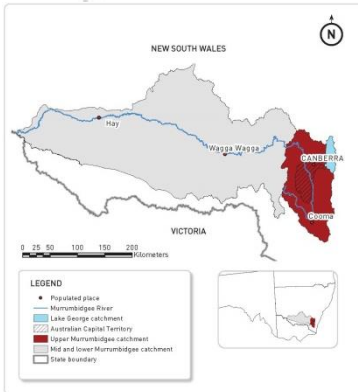
The Upper Murrumbidgee Catchment Coordinating Committee (UMCCC) is a community-based network made up of individuals and representatives from agencies and groups that are responsible for natural resource management in the upper Murrumbidgee catchment. UMCCC recognises the diversity of individuals for whom it provides networking opportunities, including landholders, community volunteers, academics, industry, government and NGO employees.

The UMCCC operates as a regional cross-border network to enhance communication between individuals, agencies and groups in NSW and the Australian Capital Territory which lie within the upper catchment of the Murrumbidgee River. The upper catchment of the Murrumbidgee River comprising the area upstream of the Burrinjuck Dam wall. UMCCC recognises the complexity of the government jurisdictions (Local, State/Territory and Commonwealth) across the region and is willing to provide a neutral setting for achieving shared objectives.

UMCCC aims to be an effective network for the many NRM voices across the region. The role of the UMCCC is to provide people with the opportunity to network, share ideas, and collaborate on NRM issues and activities in the upper Murrumbidgee catchment. It is not the role of UMCCC to be representative of all NRM voices in the region for all issues at all times. It will be the role of UMCCC to gather and present opinions on specific issues and this is an important role for UMCCC in the future.

*“The whole is greater than the sum of its parts.” - Aristotle*

# THE UPPER MURRUMBIDGEE CATCHMENT



Prepared by the UMCCC, 13/08/09

## Pillars: people, knowledge, governance

The goals and strategic actions of UMCCC for the five years from February 2016 to February 2021 have been developed around the themes of people, knowledge and governance. These are the three pillars on which our organisation is built and enables us to continuously work towards our aim *to be the organisation that people turn to for networking, learning and discussing natural resource management issues and activities in the upper Murrumbidgee catchment.*

### People ... *Dynamic and diverse networks*

UMCCC seeks to be a resilient and inclusive organisation that has a strong and diverse membership from all tiers of government, community, industry and NGOs.

#### Goal 1: Broad membership

Action	Resources	Timing	Metric
1.1 Develop a membership strategy to identify gaps in member types, analyse valued member services, and review membership structure and fees.	Membership sub-committee	November 2017	
1.2 Strengthen relationship with organisations that share a common mission (eg Conservation Council, EIANZ, CLA, K2C): investigate reciprocal membership; clarify and understand each other's organisational vision (so as not to compete for funding or ability to engage with members); and understand areas of similarity and opportunities for collaboration for all groups to advance (avoid duplication of effort).	Membership sub-committee Chair	On-going	Membership strategy presented to November 2017 AGM

#### Goal 2: UMCCC Facilitator

Action	Resources	Timing	Metric
2.1 Develop a business case for a facilitator to be employed by UMCCC. The Facilitator's primary role would be to carry out administrative functions and coordinate networking activities (currently performed voluntarily by the Executive). The secondary role would be to manage cost-neutral projects that are strategically advantageous to UMCCC members.	Executive Committee  (HR sub-committee?)	2016	Business case presented to November 2017 AGM

## Knowledge ... *Sharing and learning*

UMCCC values knowledge sharing and networking, providing an efficient conduit for conversations between the community and agencies. Through its actions, UMCCC contributes to creating an aware and capable community. Through the networking opportunities it provides, UMCCC facilitates strategic collaborations that contribute to catchment wide outcomes.

### Goal 3: Provide platforms for members to exchange information

Action	Resources	Timing	Metric
3.1 Develop a communications strategy identifying consistent methods of sharing information and knowledge, eg website, social media, emailed newsletters, directory of NRM contacts and expertise in the region, bi-annual forum, general meetings (including rotating the location of general meetings and incorporate sites visits).	Communications sub-committee	November 2017	Communication strategy presented to November 2017 AGM
3.2 The role of UMCCC Executive Committee members (usually the Chair) attending meetings on behalf of UMCCC is to act as the conduit for information sharing between members and other organisations. Members will act on their own behalf if required. UMCCC delegates will ensure awareness of the many voices among UMCCC members rather than a unified stance.	Chair (or delegate)	Attend meetings as needed.  Monthly reporting at Executive meetings.	Attendance at meetings, by the Executive members, on behalf of UMCCC recorded in monthly Executive minutes and communicated to members.

### Goal 4: Provide a mechanism for members to collaborate on projects

Action	Resources	Timing	Metric
4.1 Lead projects with the support of a large group of members. The project must deliver a greater result than if undertaken by one member organisation only, and must be cost-neutral to UMCCC.	Executive Committee	As opportunities present	Major projects that produce benefits to members.
4.2 Develop a decision-making tool to select projects that are strategically viable for UMCCC to facilitate.	Executive Committee	First half 2017	

## Governance ... Representative and effective

UMCCC is an active network that is recognised as important to a diversity of NRM players. It has a strong clearly defined profile within the region.

### Goal 5: Clarify the identity of the organisation

Action	Resources	Timing	Metric
5.1 Change name to better reflect the objective of the organisation, eg Upper Murrumbidgee Catchment Network	Graphic Designer	2016	Proposal adopted by membership base
5.2 Add “one network, many voices” as a by-line to the revised logo (along with name change).	Graphic Designer	2016	Proposal adopted by membership base
5.3 Document in the Strategic Plan the purpose of UMCCC, including who we serve – for the Executive, the members and UMCCC partners. Strategic plan to acknowledge the diversity (geographically, people, issues, levels of government) and position UMCCC to draw on the diverse knowledge of members to diversify their own knowledge and outcomes.	Executive Committee	November 2015	Strategic Plan presented at the November 2015 AGM.  Strategic Plan adopted in 2016.

### Goal 6: Financial Stability

Action	Resources	Timing	Metric
6.1 Identify funding bodies and secure partnerships, eg Basin Priority Program, ACT & Region ICM, OEH Saving Our Species	Finance sub-committee	As opportunities arise	
6.2 Funding forecast – be aware of funding periods and horizon funding opportunities. Use Strategic Plan to guide funding priorities, so as to not be overly led by ad hoc funding opportunities. Develop strategic materials that enable UMCCC to respond to opportunities with limited resources.	Finance sub-committee	2017	Funding forecast database held Strategic materials for UMCCC to use to respond to opportunities.
6.3 Develop a business plan for UMCCC – develop a plan for the UMCCC business that details the spending of existing resources and ensures sufficient funds are available for annual operation.	Sub-committee	2016/2017	Business Plan



<b>Goal 7: Strong Governance</b>			
<b>Action</b>	<b>Resources</b>	<b>Timing</b>	<b>Metric</b>
7.1 Succession planning: document Executive roles to ensure continuity between Committees and provide certainty for new Committee members	Executive Committee	November_2016	Fill the role of deputy (incoming) chair at the November 2015 AGM
7.2 Identify governance training opportunities and encourage Executive Committee to attend	Executive Committee	As opportunities arise	
7.3 Review constitution and update (if needed)	Executive Committee	November 2016	Updated constitution for November 2016 AGM
7.4 Develop a knowledge management system that enables corporate history and knowledge to be retained.	Executive Committee		

