



Coastal Pigface *Carpobrotus virescens*.

PHOTO: Eileen Rodgers.

The Strategy

SOUTHERN PROSPECTS 2011-2016

THE STRATEGY 2011- 2016

3.1 Strategy framework

South Coast NRM has used a Program Logic process (Australian Government, 2009) to facilitate planning and management of natural resources within the South Coast NRM Region. Program Logic includes a theory of analysing changes required to guide activities to improve the condition of an asset (e.g. a river, an ecological community, or soil condition). It summarises what we understand to be the cause and effect relationship between Aspirational Targets (long term), Goals (medium term), Outcomes (short term) and Activities (projects and programs). This relationship is illustrated in Diagram 1.

A series of Aspirations, Goals and Outcomes have been identified by South Coast NRM, the reference groups and the broader community for each of the themes described in *Southern Prospects 2011-2016*.

Goals and outcomes are target based which means that they must:

- relate to an asset's condition
- have a specific outcome, end point or specific level (e.g. improve, increase, maintain, protect, rehabilitate)
- have a specific timeframe
- have a defined area (e.g. sub catchment or some kind of spatial boundary at a management scale such as genetic, species, population or landscape level).

Setting targets means that the condition of the asset addressed by the goal or outcome can presumably be measured to show the change caused by the projects or programs undertaken.

Southern Prospects 2011-2016 has developed these targets under a number of themes based on the region's natural resource assets. Five themes are used, four of which are largely biophysical (Land, Biodiversity, Water, Coastal and Marine) and one which is largely social (Cultural Heritage). Regional Capacity is not considered to be a theme, but a concept that overarches the ability to succeed in all theme areas. It is important to note that each type of asset in the theme areas has associated environmental, social and economic values.

For each theme area (Land, Water, Biodiversity, Coastal and Marine, Cultural Heritage) the strategy has outlined aspirations which are high level and long

term targets (25 or more years), goals which are to be achieved in the shorter term (10+ years) and outcomes, which are those targets that are expected to be achieved in a one to five year timeframe. In this strategy, outcomes are defined as the result or impact of a number of activities (projects or programs).

Regional Capacity is an overarching consideration to support the other largely biophysical themes, while threatening processes are considered in the context of existing and potential impacts on natural resource assets. This is represented diagrammatically in Table 2.

This strategy describes the targets for assets which will be used to formulate activities and programs to deliver the goals and outcomes. These desired outcomes include on-ground works, building community capacity, developing our information base, benchmarking and monitoring our performance, and any additional planning or policy measures required. Targets for outcomes are proposed to reflect shorter-term targets (i.e. one to five years) designed to assist in measuring the region's progress on implementation of *Southern Prospects 2011-2016*.

Activities, projects, programs and priorities for the next five years will be developed in consultation with stakeholders, based on this strategy.



Diagram 1: Program Logic Targets, Terminology and Timeframes

Table 2: Relationships of Assets by Theme



The goals and outcomes presented in this strategy are concepts that have been built over the life of *Southern Prospects* and were informed by each of the theme Reference Groups, community consultation and from status reports (South Coast NRM, 2011). They have been reviewed and will be further refined during the life of the strategy, if required. The outcomes will be examined over the course of the implementation of the *Southern Prospects 2011-2016* to ensure they reflect community values and NRM best practice. The time critical nature of the outcomes will be reviewed during the course of the development of the Investment Plan.

The following sections detail the strategies proposed for each of the five theme areas and to increase regional capacity. For each theme area:

- the principles underlying the management of the theme are articulated
- achievements to date are summarised
- values and threats are identified
- the current community capacity is evaluated
- measures and indicators are presented
- gaps are identified
- a summary of the program is provided
- possible trade-offs are identified.

3.1.1 Links between themes

All themes are linked as there are significant overlapping issues and considerations. Strategies for action need to consider that the social and biophysical themes are integrally entwined and actions (or inaction) will impact on other assets.

Many-flowered Fringe Lily (Thysanotus multiflorus).



PHOTO: Eileen Rodgers.