

Tasmania *Together* Progress Board

ANNUAL REPORT
2001 – 2002



Tasmania *Together*

2020

THE TASMANIA *TOGETHER* VISION

Together we will make Tasmania an icon for the rest of the world by creating a proud and confident society where our people live in harmony and prosperity.

Tasmania *Together* Progress Board
ANNUAL REPORT 2001 - 2002



Tasmania *Together*
2020

Tasmania *Together* Progress Board, 2002.

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Timeline: 2001-02

15 October 2001	Appointment of Tasmania <i>Together</i> Progress Board members
18-20 November 2001	Induction program and first Progress Board meeting
18 January 2002	Progress Board Planning Day
26 February 2002	First Tasmania <i>Together</i> community forum – held in Burnie with Board meeting
20 March 2002	Launceston Forum – hosted by Edward De Bono and organised by the Launceston City Council.
April 2002	First edition of the Progress Board’s newsletter “2020 Vision”
23-24 April 2002	Scottsdale Community Forum and Board meeting
22 May 2002	Huonville Community Forum and Board meeting
May-June 2002	Data and information collected for Tasmania <i>Together</i> Progress Report 2002
June 2002	Draft benchmarking process papers put out for public comment
June 2002	“Working Together: What is a Coalition of Interest” discussion paper put out for public comment
June 2002	Tasmania <i>Together</i> website reconstruction commenced
26 June 2002	Queenstown Community Forum and Board meeting
June 2002	Progress Report 2002 drafted

During this time the Board made 28 presentations to various conferences and community groups. The Board also had 65 meetings with groups from the government, business and community sectors.



Jim McAlpine, Chairman

Chairman's Report

Tasmania *Together* is the community's plan for the future of the State: it's what thousands of Tasmanians said they wanted by 2020. It is the Board's job to help with the implementation of the community's plan and to report to all Tasmanians on progress with it. The real strength of the plan is that it clearly outlines the aspirations of Tasmanians and sets out ways in which we can measure progress towards the realisation of these aspirations.

I am pleased to report on that part of the Tasmania *Together* Progress Board's work undertaken within the 2001-02 financial year.

The Board was appointed in October 2001 and underwent a comprehensive induction program to allow all nine members to better understand the task ahead of them. Our emphasis in the first nine months has been building grass roots involvement in Tasmania *Together* and developing partnerships with the community, business and government sectors which will sustain the program for its 20 year life.

The Board has been laying the essential foundations for the achievement of Tasmania *Together*'s 24 goals between now and 2020. The level of community acceptance of Tasmania *Together* and understanding of the Board's role is growing progressively. Building on this acceptance, understanding and involvement will continue to be an integral part of the Board's work over the next few years, as all Tasmanians come to understand the potential impact of Tasmania *Together* on all aspects of their daily lives.

Broadly, the Board's role is to:

- (a) Monitor and report on progress towards achieving the goals and benchmarks of Tasmania *Together*;
- (b) Promote Tasmania *Together* in the Tasmanian community; and
- (c) Develop coalitions of interest within and between various sectors of the community with respect to Tasmania *Together*.

The Progress Board has enjoyed meeting with the community, both as individuals and groups all around the State. Much of this work has been done through the monthly forums we have held all around Tasmania. For the 2001-02 financial year these included Burnie, Launceston, Scottsdale, Huonville and Queenstown.

Board members have individually visited many other communities and have been impressed by the rich diversity and high levels of community enterprise in rural and regional areas. They have also appreciated the opportunity to hear first hand the concerns and issues these communities are addressing. With these meetings continuing, I am confident that the Progress Board will be able to form closer links with rural and regional communities as we move from a program of general awareness and promotion to addressing specific benchmarks of relevance to particular communities.

The Board has been characterised by a high level of cohesion in its first year. Members come from all around the State and from a wide range of backgrounds. Each of the nine members has invested considerable time and energy in the work of the Progress Board, both in front and behind the scenes. Each has brought a special perspective to our deliberations. They have worked in areas matching their particular skills and expertise as well as in their local communities.

Much initial public attention has focused on the Board's role in dealing with a few of the more controversial benchmarks and the 99 which still need work to complete. Our reviewing role is a necessary and important part of our job. It will ensure that *Tasmania Together* remains robust, current and responsive to changes in community needs and aspirations. The Board has taken the opportunity to address these benchmarks with enthusiasm and balance. A process to review such benchmarks has been developed and put out for public comment so that everyone can have a say in how the Board goes about this important aspect of its job. We are most appreciative of the input provided to us on this process as it has made our task of reviewing benchmarks a lot easier. This is clearly an area of interest to many Tasmanians and we are eager for this interest to be maintained.

Much community interest has been generated in regard to the clear felling of old-growth forests. *Tasmania Together* benchmark 24.2.1 "Area reduction of clear felling in old-growth forests" is the benchmark in question, in particular the target for an end to clear felling of old-growth forest in certain areas. We are taking this matter very seriously, as it is reflective of a longstanding and ongoing debate in our community.

The Board is working with interested parties to try to resolve issues around this benchmark and make it workable so that the objective of sustainable management of our natural resources is realised.

The Board's other and nonetheless important functions relate to reporting, data collection, promoting *Tasmania Together* and developing coalitions of interest.

Our work in reporting and data collection culminated in the drafting of our first Progress Report to the people of Tasmania. While the Report is not tabled in Parliament until August each year, much of the work for the 2002 Progress Report has been undertaken in 2001-02. The Progress Board has spent many months gathering and checking data and related information on as many of the 212 benchmarks as it could. The Board has also collected details of actions taken to achieve the goals and benchmarks by the community and business sectors as well as all tiers of government.

From the information received for the Progress Report 2002, it appears that Tasmania is going well, but there will of course be plenty of room for improvement.

Our construction of the Progress Report 2002 is not only about presenting the numbers for each measure: it is also about explaining what these numbers mean and analysing why they change. In addition, we have spent much time in getting examples of what people have been doing to push things in the right direction. These stories are useful not only for our Progress Report, but are included in our newsletter and on the website as examples of what people are doing to help us all achieve our goals.

The Board's website has been set up as the main vehicle for a constant flow of information between the Board and the community. Not only does the Board post all information for the community on the website, but there are numerous ways for the community to provide information and feedback to the Board, including e-mail and an online forum. Though only set up in June 2002, within a month the online forum had already proved a useful tool for inspiring debate on Tasmania *Together* related issues. Its first topic was "Vibrant, Rural and Regional Communities".

To develop coalitions of interest, the Progress Board set about conducting a huge mapping exercise of all existing coalitions that could have some involvement with Tasmania *Together* in the future. This helped the Board in identifying the areas where coalitions were lacking and therefore where the Board might focus its energies. The Board is watching with interest and learning from how existing coalitions of interest are working. It has decided that its first coalition of interest will be on the significant and wide-ranging subject of employment. The Board looks forward to working with all interested parties into the future.

In its first nine months the Board has built invaluable partnerships with the Australian Bureau of Statistics and the University of Tasmania to help the Board with its reporting and data collection work.

The Board has held monthly meetings with the ABS to discuss issues ranging from the development of a community survey for the measurement of a number of benchmarks, to the integration of ABS and Tasmania *Together* reporting processes. The assistance provided by the ABS has greatly exceeded expectations.

The University has been instrumental in helping the Board understand the issue of social capital – both what it is and how to measure it. This is one of the Tasmania *Together* benchmarks which needs further development. The University is also assisting the Board to investigate what the Board's research needs are and to identify those aspects in which it could play a part.

Monitoring and encouraging progress towards an ambitious and comprehensive 20 year plan was never going to be easy, especially not in its first years. The Board sees *Tasmania Together* as an opportunity to make Tasmania a much better place for everyone. While the amount of work to be done may be huge, and though the challenge may be large, *Tasmania Together* is certainly achievable. It is just a matter of getting people from all sectors – government, business and community – involved!

Jim McAlpine
Chairman
Tasmania *Together* Progress Board



Jim McAlpine, Judi Walker, Jane Bennett, Bob Campbell



Lynne Ferencz, Cris Fitzpatrick, Linda Hornsey, Michael Kent, Michael Lynch

The Progress Board

Membership

The nine current members of the Tasmania *Together* Progress Board were appointed for two-year terms on 15 October 2001. They are:

James (Jim) McAlpine, Chair

Former Chairman, Workplace Safety Board of Tasmania
Former General Manager, Pasmenco Hobart Zinc Smelter

Prof Judi Walker, Deputy Chair

Director, Department of Rural Health, University of Tasmania

Jane Bennett

Production Manager, Ashgrove Cheese

Bob Campbell

General Manager, Launceston City Council

Lynne Ferencz

Industry trainer and consultant

Cris Fitzpatrick

Manager, Bridgewater/Gagebrook Urban Renewal Project (BURP)
Councillor, Brighton Council

Linda Hornsey

Secretary, Department of Premier and Cabinet

Michael Kent

Former Tasmanian General Manager, Woolworths Ltd

Michael Lynch

Director, Tasmanian Conservation Trust

Detailed profiles of Board members are available at www.tasmaniatgether.tas.gov.au

Legislation and Functions

The Tasmania *Together* Progress Board is an independent statutory authority responsible for monitoring and promoting the work of Tasmania *Together*.

According to the Tasmania *Together* Progress Board Act 2001:

“Tasmania *Together* is:

- (a) a long-term social, environmental and economic plan for the State’s development for a period of 20 years; and
- (b) an overarching framework for planning, budgeting and policy priorities for the government and non-government sectors.”

The Act describes the Progress Board’s functions as follows:

- (a) to monitor regularly and report publicly on progress towards achieving Tasmania *Together*’s goals and benchmarks;
- (b) to carry out research and the collection of data in respect of the goals and benchmarks;
- (c) to promote the goals and benchmarks in the broader community;
- (d) to develop coalitions of interest within and between various sectors of the community with respect to Tasmania *Together*; and
- (e) to coordinate the process of further developing, refining and revising the goals and benchmarks.

Values and Principles

Consistent with the Tasmania *Together* vision and process, as well as the Progress Board's functions, the Progress Board is committed to a set of values and principles. These values and principles are to:

- vigorously promote the adoption of Tasmania *Together* goals and benchmarks State-wide.
- honestly, independently, and accurately report on progress towards the goals and benchmarks.
- champion and further develop the Tasmania *Together* process.
- act to encourage a consultative, collaborative and cross-sectoral way of working.
- be inclusive, consultative and transparent in reviewing, revising and refining the benchmarks.
- provide regular and publicly accessible reporting of Board activity to all Tasmanians.
- be accountable to the community through the Parliament.

Organisational Structure

The organisational structure of the Tasmania *Together* Progress Board includes the Board itself, its working and reference groups and its Secretariat. While the Progress Board performs the functions established in the *Tasmania Together Progress Board Act 2001*, the Secretariat provides the administrative support necessary for the Progress Board to fulfil these functions.

The Act provides for the following membership of the Board:

- (a) 7 members who collectively are broadly representative of the Tasmanian community to be appointed after seeking nominations from members of the public and taking into account an appropriate gender and regional balance; and
- (b) a person who is to be selected from a list provided by the University of Tasmania; and
- (c) a person who is appointed to an office created under section 29 of the *State Service Act 2000*.

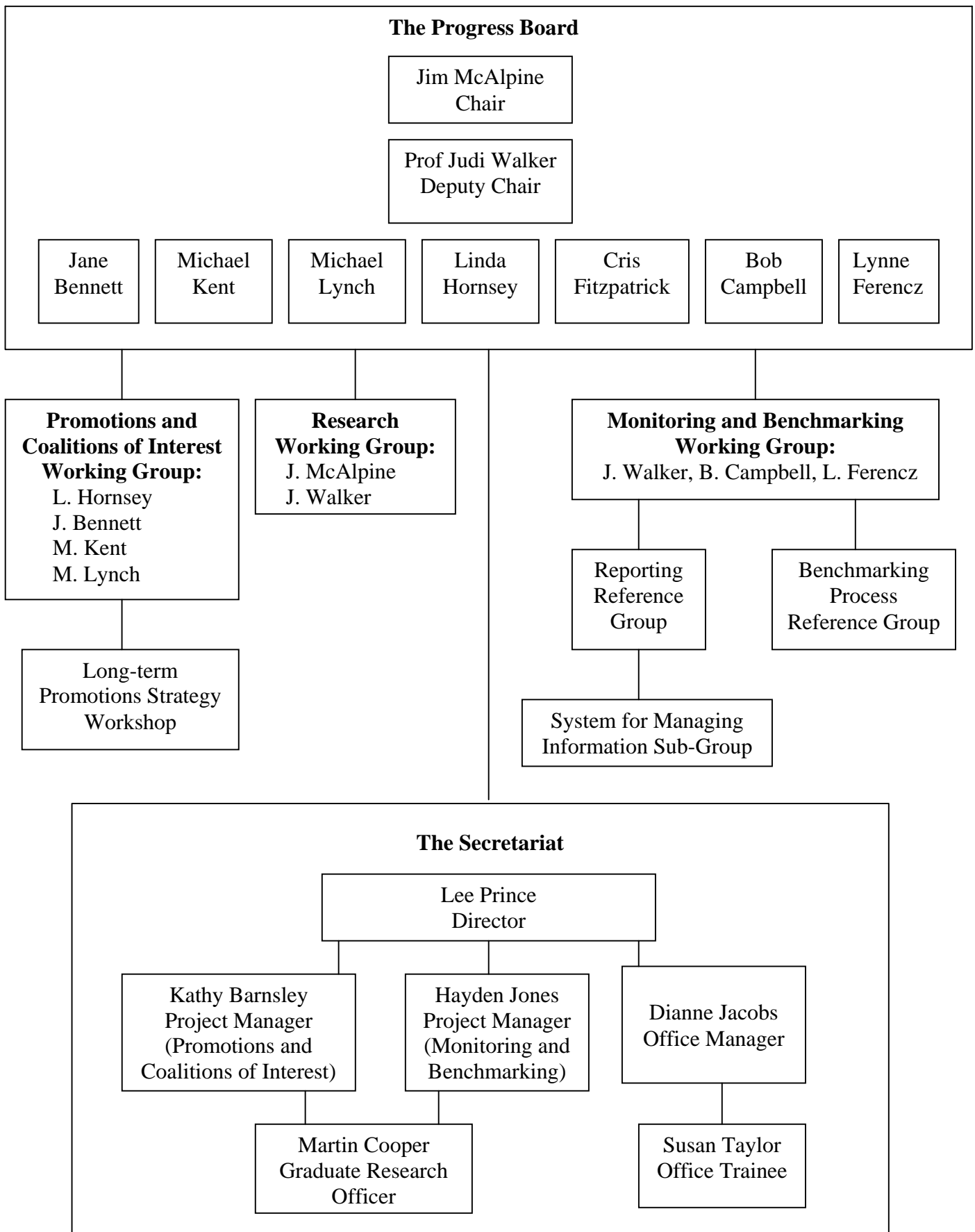
The Act states that members are to be appointed by the Premier, by notice published in the *Gazette*. Before appointing a member to the Board according to (a) and (b) above, the Premier is to consult with:

- (a) the President and each other member of the Legislative Council except the members who are members of the political party represented by the Leader of the Government; and
- (b) the Leader of the Opposition; and
- (c) the leader of each other political party represented in Parliament; and
- (d) each independent member of the House of Assembly.

The Act also says that the Premier is to appoint:

- (a) a member as Chairperson of the Progress Board; and
- (b) a member as Deputy Chairperson of the Progress Board.

Diagram 1: Organisational Structure



Achievements 2001-02

The Tasmania *Together* Program includes an initial five projects:

1. Monitoring and Reporting;
2. Data Collection and Related Research;
3. Developing, Refining and Reviewing the Benchmarks;
4. Promotion; and
5. Development of Coalitions of Interest.

The 20 year Tasmania *Together* Program is divided into four stages each of which ends with a review. The Program consists of a coordinated suite of projects providing the means by which the Progress Board will fulfil its tasks. The Business Plan for the first five years provides for each of the Board's functions to be managed as a distinct project, with a set of outputs to contribute to the realisation of the outcomes of the program. The principle objective of the Program is to contribute to the achievement of the Tasmania *Together* goals and benchmarks.

Each project has its own detailed Business and Implementation Plans.

1. Monitoring and Reporting Project

This project will deliver four reports from the Board to Parliament over the next five years (in August of 2002, 2003, 2004, and 2006) on progress towards achieving the Tasmania *Together* goals and benchmarks and their appropriateness. The reports will be prepared as specified in the legislation and detailed in the project plan.

The project includes report design, delivery and publicity and will be undertaken in conjunction with the ABS.

The Board has sought advice from a range of stakeholders drawn from the three tiers of government as well as the business and community sectors. It also drew on the expertise of data collectors, information managers and designers and communications consultants.

The project is supported by a Board working group with the power to coopt outside expertise where necessary.

2001-02 Objectives:

The main objective for this project is the development of a range of processes and procedures that will enable the Board to monitor and report regularly on progress towards the achievement of the Tasmania *Together* goals and benchmarks.

The objective of the first phase of the project is to develop, test and evaluate the processes, templates and procedures with the production of the first report to Parliament in accordance with the requirements of the *Tasmania Together Progress Board Act 2001*.

2. Data Collection and Related Research Project

This project will encompass the collection of data related to the goals and benchmarks and the management of that data. It will deliver research on a range of data-related matters as specified by the Board from time to time.

It will also deliver research identifying international best practice activity relevant to Tasmania *Together*.

2001-02 Objectives:

The main objective for this project is to enable the Board to develop and maintain a credible reporting system that will support its legislated function of data collection and reporting on progress towards the achievement of the Tasmania *Together* goals and benchmarks. Data delivered will aid in the identification of priority areas for action.

The Board's data collection role is further defined in the Tasmania *Together* document and the system must meet the requirements arising from that document as well as the legislation. It will do so in a manner that makes the data publicly accessible and user friendly. Deliverables include a data collection process and schedule, a set of data for the 2002 Progress Report and an information management framework for the life of the project.

3. Developing, Revising and Refining the Benchmarks Project

This project began with the development of a model process for developing, revising and refining the goals and benchmarks and includes:

- completion of the incomplete benchmarks in line with the model process;
- reviews of benchmarks in response to stakeholder referral;
- action to complete the incomplete benchmarks;

- reports on those projects completed since the previous reporting period and their tabling in Parliament;
- periodic input to reports to Parliament on the appropriateness of the benchmarks in 2002, 2003, 2004 and 2006; and
- the five year Review of Tasmania *Together*, including public consultation, and recommendations to Parliament on additions, alterations and deletions of the goals and benchmarks.

The Board has established a working group to develop this project with the power to coopt outside expertise where necessary. A reference group to develop the model process has been established and benchmark specific groups will be formed from time to time to meet the timetable set out in the Tasmania *Together* document.

2001-02 Objectives:

The main short-term objective for this project is the development of a range of consultative processes and procedures that will enable the Board to:

- develop incomplete benchmarks and where necessary, new benchmarks;
- review and refine benchmarks where substantive or corrective changes to the original benchmarks are required;
- make recommendations to the Parliament on changes to the goals or benchmarks; and
- conduct a major review of the Tasmania *Together* goals and benchmarks following each period of 5 years.

4. Promotions Project

This project delivers a communications strategy and implementation program, focussed on increased community awareness of Tasmania *Together* and engaging target groups.

The Promotions Project includes a communications strategy which will be developed in two phases to cover short and long term activity.

The Board has established a working group to develop this project with the power to coopt outside expertise where necessary. The project will also be supported by a reference group drawn from the local communications industry.

2001-02 Objectives:

The main objective for this project is to promote a high level of awareness of, and commitment to, the Tasmania *Together* Program by the Tasmanian community in accordance with the Tasmania *Together* Progress Board Act. To this end the Board has:

- Held five public meetings and forums around the State – in Burnie, Queenstown, Launceston, Scottsdale and Huonville.

These meetings were well attended, varying from 30 to 50 at most meetings, with 700 attending the forum in Launceston hosted by Edward De Bono.

- Presentations about Tasmania *Together* were made by Board members or Secretariat staff to 28 different conferences, organisations and community groups.
- Commenced redevelopment of the website to make it more “user friendly”, to provide additional information about Tasmania *Together* activities, and re-establish the online forum;
- Developed a statement of values and principles to guide its communications activity; and
- Produced a newsletter and brochure.

5. Development of Coalitions of Interest Project

This project includes the development of a paper to clarify the coalitions of interest concept, a mapping exercise to identify business and community groups and existing coalitions of interest, as well as a planning and implementation proposal which will allow the Board to establish a small number of pilot coalitions in 2002 and to report on a series of possible models for coalition development.

Following evaluation, the Board will develop an annual program for the development of partnerships and coalitions of interest to advance cross-sectoral activity aimed at making progress towards achieving the goals and benchmarks on a statewide basis.

The Board has established a working group with the power to coopt outside expertise where necessary to develop this project.

2001-02 Objectives:

The main objective for this project is to develop coalitions of interest within and between various sectors of the community with respect to Tasmania *Together*. The project will increase levels of cross-sectoral collaborative activity aimed at achieving the Tasmania *Together* goals and benchmarks.

It will do this by developing strong working relationships with and between groups and communities throughout Tasmania aimed at the development and implementation of strategic plans to achieve specific benchmarks.

To stimulate discussion and test community views the Board has sought public comment on “Working Together - What is a Coalition of Interest”. The concept paper included the following definition of a coalition of interest:

“A Tasmania *Together* Coalition of Interest is a collective of organisations and/or individuals who agree to work together for a common aim: the achievement of a specific Tasmania *Together* benchmark or group of benchmarks.”

The coalitions of interest mapping exercise was commenced in May and will identify:

- existing coalitions of interest focussed on a benchmark;
- potential coalitions of interest which are either incomplete or not focussed on a benchmark; and
- gaps where no coalitions of interest exist.

Work has commenced on developing coalitions of interest on employment, which encompasses a number of benchmarks, as well as the prevention of Type 2 diabetes (benchmark 5.1.3).

Financial Statements

Financial Statements for year ending 30 June 2002

The financial details for the Tasmania *Together* Progress Board from its establishment to 30 June 2002 are included in the financial statements of the Department of Premier and Cabinet. In 2001-02 expenditure and revenue was provided for under the Department's Output Group 1: Support for Executive Decision Making, Output 1.2: Management of Policy Projects.

The accounts of the Department of Premier and Cabinet for the year ending 30 June 2002 were certified by the Tasmanian Auditor General on 1 October 2002. The Department received an unqualified audit report.

Details of revenue and expenditure for the Tasmanian *Together* Progress Board for the year ending 30 June 2002 are as follows:

	Consolidated Fund	Other Sources	Total
Revenue:			
	\$'000	\$'000	\$'000
Revenue from Government	<u>460</u> ¹	<u>40</u> ²	<u>500</u>
Expenditure:			
	\$'000	\$'000	\$'000
Salaries and Wages	215		215
Other Employee Related Expenses	67	2	69
Rent	20		20
Other Accommodation Related Outgoings	4		4
Communications	8	2	10
Travel and Transport	9	1	10
Advertising and Promotion	4		4
Consultants	10	11	21
Information Technology	7	13	20
Other Administration Expenses	<u>116</u>	<u>11</u>	<u>127</u>
Total	<u>460</u>	<u>40</u>	<u>500</u>

Notes:

1. 2001-02 Appropriation
2. Carried forward from 2000-01

Appendices

Appendix 1 - **Tasmania Together Benchmarks Requiring Action by the End of 2001**

The following benchmarks had some component requiring action by the end of 2001. Action was taken as part of the Monitoring and Reporting and Data Collection Projects and is reported below.

Goal 10 Acknowledge and respect the contribution that the Aboriginal community and its culture have made and continue to make to Tasmania and its identity.

Standard 4 To ensure the protection and conservation of Aboriginal culture and heritage

Indicator 4.2 Recorded sites protected under either a management regime or Aboriginal management (2)

Targets to be established by 2002

Rationale: Protection of Aboriginal sites will preserve Aboriginal culture in Tasmania.

Recommendation: **That the Department of Primary Industries, Water and Environment provide data to the Progress Board by the end of 2001.**

ACTION:

Information has been provided to the Board by the Department of Primary Industries, Water and Environment. Targets are to be established in 2002 and will be dealt with alongside other environment-related benchmarks as part of the 2002 Workplan.

Goal 14 Ensure there is greater cooperation at all levels of government and among political parties to improve the lives of Tasmanians.

Standard 1 To promote cooperative behaviour and deliberation in decision making

Indicator 1.2 Proportion of Issues/Bills receiving multi-party support (2)

Targets to be established by 2003

Rationale: Multi-party support for legislation indicates that politicians have set aside adversarial party politics for the good of Tasmania.

Recommendation: **Data to be available by December 31, 2001.**

ACTION:

Information has been provided to the Board by the Department of Premier and Cabinet in relation to existing and new arrangements for the collection of relevant data in both Houses of Parliament. The establishment of targets can now be dealt with in the Board's 2003 Workplan.

Goal 15 Have a system of government that is accountable to the people and plans for the future at all levels.

Standard 2 To ensure that all tiers and branches of government are accountable for decisions

Indicator 2.3 Ministerial and agency review through the parliamentary process (2)

Targets to be established by 2002

Rationale: The right of non-Government Members of Parliament to question Government decisions and actions and the requirement that Government respond in a timely and responsible way, are indicators of accountability.

Recommendation: **Record the following information from September 2001:** Proportion of questions asked by non-Government Members of Parliament; Time set aside for non-Government parliamentary business; Timeliness of response by Government to questions on notice.

ACTION:

Information has been provided to the Board by the Department of Premier and Cabinet in relation to existing data and new arrangements for the collection of relevant data in both Houses of Parliament. The establishment of targets can now be dealt with in the Board's 2002 Workplan.

Goal 15 Have a system of government that is accountable to the people and plans for the future at all levels.

Standard 2 To ensure that all tiers and branches of government are accountable for decisions

Indicator 2.5 Percentage of performance targets met by agencies annually (2)

Targets to be established by 2002

Rationale: Reporting by agencies should focus on results, not just on inputs and outputs.

Recommendation: **This reporting is to be undertaken by December 2001 by Treasury/DPAC.**

ACTION:

Data is not currently available. Revisions to Government processes will enable such reporting to be undertaken and the Board is awaiting advice from the Departments of Treasury and Finance and Premier and Cabinet on the development of possible targets for this benchmark.

Goal 16 Increase job and meaningful work opportunities in Tasmania.

Standard 5 To improve transparency of Government assistance in job creation

Indicator 5.1 Proportion of government resources directed at new job creation (2)

Targets to be established in 2002

Rationale: Government has an important role to play in job creation. Transparency will ensure accountability.

Recommendation: **Progress Board to ask the Government to provide detailed information of expenditure, number and types of jobs created by January 2002.**

ACTION:

The Board has received information in relation to key Government agencies (Department of Economic Development, Department of Primary Industries, Water and Environment and Department of Infrastructure, Energy and Resources) and some Government Business Enterprises. The establishment of targets can now be dealt with as part of the Board's 2002 Workplan.

Goal 22 Value, protect and maintain our natural diversity.

Standard 1 To maintain or improve natural heritage including biodiversity, geodiversity and landscapes

Indicator 1.3 Reservation shortfall in hectares in non-forest communities (2)

Targets to be established by December 2001

Rationale: Reservation means the area is managed formally to maintain natural heritage. An adequate reserve system for natural heritage is a major component of nature conservation.

ACTION:

In establishing targets for this benchmark, the Board agreed to follow a process similar to that used for forest communities (22.1.2) with a revised timeframe of July 2002 for the process to set targets for this benchmark. The Board is awaiting further advice from Department of Primary Industries, Water and Environment on the agreed targets.

Appendix 2 - Processes to Develop, Review and Revise Benchmarks

This is the final version of the Processes paper and incorporates amendments made by the Board in response to public comments.

1 Process to Identify Benchmarks to be Developed, Reviewed and Revised

- 1.1 The Tasmania *Together* Progress Board receives all requests to develop, review or revise Tasmania *Together* benchmark components (ie. standards, indicators and targets) from all sectors of the Tasmanian community.
- 1.2 The Board will add these requests to its existing schedule of benchmarks to develop, review and revise, which accords with the *Tasmania Together Progress Board Act 2001* and the Tasmania *Together* document. This will allow Reference Groups to deal with clusters of related benchmarks in order to minimise duplication of effort.
- 1.3 All requests are then subject to the same processes to develop, review and revise benchmarks. The processes to review and revise benchmarks differ from that of development only in the early stages.

2 Process to Review Benchmarks

- 2.1 The Board will classify each request for review or revision as one of the following:
 - (a) Significant
 - (b) Unsubstantiated or unaccepted
 - (c) Corrective or enhancing

Significant requests are those that are substantial and will generally be referred to a Reference Group. The Board will specify the terms of reference for such groups.

Unsubstantiated and unaccepted requests are those where, in the Board's view, the case for revision is not established (unsubstantiated), or is not accepted by the Board (unaccepted).

Corrective and enhancing requests are those that improve the accuracy (corrective), relevance or validity (enhancing) of a benchmark. See "Criteria for Indicators" for grounds for the enhancement of benchmarks.

- 2.2 The Board will subject all significant requests to the Process to Develop or Revise Benchmarks, and reject all unsubstantiated requests. The Board will submit corrective and enhancing requests to the Process to Finalise Developed or Revised Benchmarks.

- 2.3 The Board will inform stakeholders of benchmarks with significant requests that these will be referred to Reference Groups as per the Process to Develop or Revise Benchmarks, and will publicise all significant requests through newsletter or website updates.

The Board will advise the sources of all rejected requests that their requests have been deemed to be unsubstantiated or have not been accepted.

The Board will publicise all accepted corrective/enhancing requests through newsletter or website updates.

3 Process to Develop or Revise Benchmarks

- 3.1 The Board will establish a Reference Group to develop or revise the standard, indicator, and/or targets for a benchmark (or cluster of benchmarks) according to the following guidelines.

Members will be selected from the following groupings:

The Tasmania *Together* Progress Board (to chair the group)

The government sector

The business sector

The community sector

Those to whom the benchmark is directed (ie. customers)

The Australian Bureau of Statistics (ABS).

In order to be broadly representative of community and stakeholders' interests in the benchmark, other groups or individuals may be represented where appropriate.

The selection criteria for Reference Group members include:

specific expertise on the issue at hand;

a capacity for lateral thinking;

an understanding of performance indicators;

experience in strategic planning;

a capacity to negotiate agreement with others; and

availability

Reference Groups will aim to reach consensus by negotiated agreement, and will be encouraged to seek advice on technical or other specific issues from relevant experts (eg. ABS, University of Tasmania). The Tasmania *Together* Progress Board Secretariat will provide support staff to Reference Groups. A Reference Group may be asked to address more than one benchmark.

- 3.2 The Board will establish the terms of reference for the Reference Group to develop or revise benchmarks.
- 3.3 The Reference Group will apply the Sub-Process to Construct Benchmark Components from the highest component to the lowest: Standards, then indicators, then targets. The Reference Group will repeat this Sub-Process as necessary to complete the development or revision of all benchmark components as per their terms of reference.
- 3.4 The Board will publicise any issues related to developing new standards through newsletter or website updates.

4 Sub-Process to Construct Benchmark Components

- 4.1 The Reference Group will develop new benchmark components with reference made to issues raised from original community consultation (as collected by the Nudist program) to ensure that they are consistent with their relevant goals. Technical/expert advice should be sought where appropriate. The following guidelines apply:

Standards must be written as action statements.

Indicators must be established according to the “Criteria for Indicators” (see below).

Targets must be challenging but achievable, with intervals between target time periods of at least five years. Targets should take into account both pre-existing targets and any recent information relating to the indicator.

- 4.2 The Reference Group will seek comment from the Board on the draft benchmark components.
- 4.3 The Reference Group will then circulate the draft to key stakeholders for comment, as well as placing the draft for public comment on the Tasmania *Together* website.
- 4.4 The Reference Group will review all comments.
- 4.5 The Reference Group will make recommendations to the Board.
- 4.6 The Board will either accept, amend or reject the Reference Group’s recommendations and will advise the public (through newsletter and website updates) and key stakeholders of its decision.

- 4.7 If required under its terms of reference, the Reference Group will repeat this Sub-Process for other benchmark components.
- 4.8 If the Board decides to develop or revise benchmarks as a result of the Reference Group's recommendations, the Board will apply the Process to Finalise Developed or Revised Benchmarks.

5 Process to Finalise Developed or Revised Benchmarks

- 5.1 The Board will make recommendations to the Tasmanian Parliament on the development or revision of benchmarks.
- 5.2 The Parliament will accept or reject the Board's recommendations.
- 5.3 The Board will amend the Tasmania *Together* document if required.
- 5.4 The Premier will table the amended Tasmania *Together* document in Parliament.

Criteria for Indicators

1 Relevant and Valid

The indicator should be relevant in that it reflects data gathered during the community consultation phase of Tasmania *Together*. The most relevant/comprehensive indicator should be chosen in order to use the least number of indicators. It should be valid in terms of being trustworthy and based on understandable rationales. In addition to being logical and scientifically defensible, the indicator should be able to have reasonable conclusions drawn from it.

2 Intelligent, Acceptable and Easily Interpreted

Indicators should be sufficiently simple to be interpreted by intended users. They should also be intuitive in the sense that it should be obvious exactly what the indicator is measuring. The indicator should aim to be informative and stimulate interest within the community.

3 Sensitive to Change

Indicators should respond quickly to changes in the phenomena they are measuring and thereby give early signals about trends in the data. This will help in predicting future trends at an early stage.

4 Measurable

Indicators need to be supported by reliable, readily available and timely data so they can be consistently measured over time.

5 Outcome Measures

The following types of measures could be used:

- (a) outcome measures (eg. literacy/numeracy rates for year 10 students)
- (b) output measures (eg. number of year 10 students taught)
- (c) input measures (eg. number of high school teachers)

Indicators should use outcome measures wherever possible.

6 State Level

As access to high quality sub-state data in Tasmania is limited, the *Tasmania Together* indicators should be expressed at a State level wherever possible.

7 Quantitative Data

Qualitative or attitudinal data is problematic in terms of yearly comparisons and is often costly to collect. Wherever possible *Tasmania Together* benchmarks should be based on quantitative data sources.

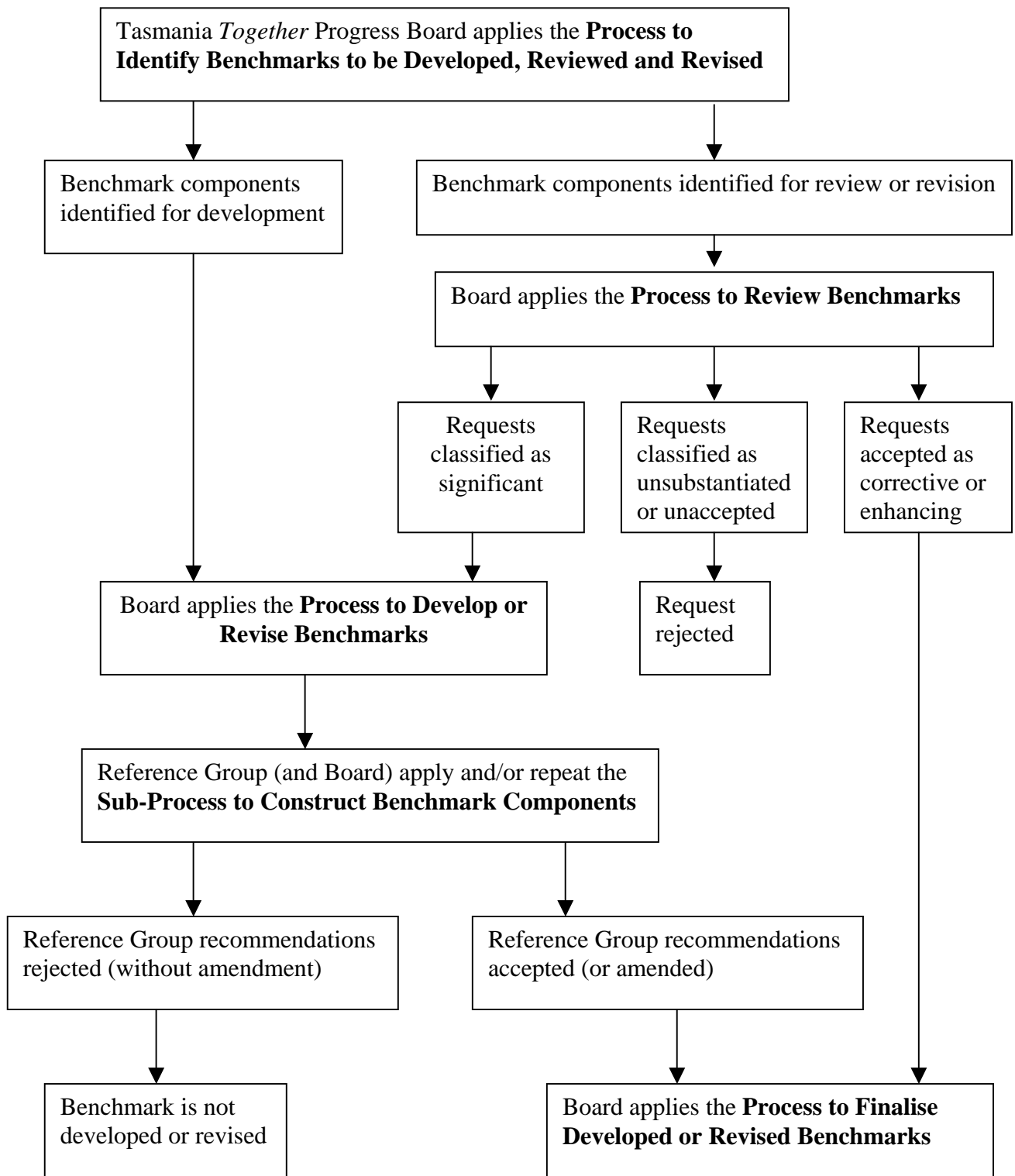
8 National Comparability

Where relevant, data should be kept consistent with national methods of data collection in order to allow for meaningful comparisons between Tasmanian and Australian data.

Glossary

- Benchmarking:** Benchmarking is an active process that sets standards for a particular activity or goal, identifies targets or interim steps required to meet the standards, and selects specific indicators or measures of progress along the way.
- Benchmark:** A benchmark is the term used to collectively identify an indicator with its standard and targets. The function of each benchmark is to assist in accomplishing one specific goal of Tasmania *Together*.
- Goal:** A goal defines what you want to achieve; it is the objective of a particular activity or set of activities.
- Issue:** An issue helps define the objectives of a goal. In the context of Tasmania *Together* an issue must relate to data derived from the community consultations. Due to the need for 'high level' goals, some goals represent a number of issues raised by the community.
- Standard:** A standard is a measurable statement that supports a goal.
Example – To reduce the crime rate in Tasmania
- Indicator:** An indicator is a measurement that demonstrates progress or not towards a defined goal and standard. An indicator defines how you know whether or not something is going in the direction you want it to go.
Example – Overall reported crimes per 1000 Tasmanians
- Target:** A target defines the specific results necessary to reach a particular goal within a specified timeframe. Targets are interim results necessary to reach an end result.
Example – 5 years (148), 10 years (140)

Diagram 1: Processes to Develop, Review and Revise Benchmarks



Appendix 3 - Working Together: What is a Coalition of Interest

Purpose:

This paper is a discussion starter and an invitation to comment. It outlines what a coalition of interest might be – as well as what it is not – and looks at what coalitions of interest might do to help achieve the Tasmania *Together* goals and benchmarks.

Introduction:

1.1 Tasmania *Together* is –

a long-term social, environmental and economic plan for the State's development for a period of 20 years, and

an overarching framework for planning, budgeting and policy priorities for the government and non-government sectors.

It's what thousands of Tasmanians said they wanted for the future of the state: they want to live in safe and clean communities, with jobs and prosperity for everyone, and they want the world to be aware of our unique environment and our skills in areas such as the arts, education and technology.

Tasmania *Together* is about change and planning beyond the next election and working together to achieve our common goals.

1.2 The Tasmania *Together* Progress Board is committed to work collaboratively with individuals, community groups, business and the three tiers of government to achieve the goals and benchmarks set out in the Tasmania *Together* Document.

The *Tasmania Together Progress Board Act 2001* establishes the Board to monitor, promote and report on Tasmania *Together*. In doing this it has to:

collect data and monitor and report on progress towards the goals and benchmarks;

develop, refine and revise the benchmarks;

promote Tasmania *Together* in the community; and

develop coalitions of interest within and between various sectors of the community with respect to Tasmania *Together*.

1.3 To achieve the challenging task we've set ourselves - the Tasmania *Together* goals and benchmarks – all Tasmanians need to work together. Individuals, community and business groups and the three tiers of government – the whole Tasmanian community – will need to come together in new and different groupings, networks, partnerships, organisations and coalitions.

Sometimes new bodies will need to be set up with a clear focus on a particular benchmark or group of benchmarks. Sometimes organisations will already exist which can adopt a Tasmania *Together* goal and benchmark as a driver for their planning and activity.

What is a Coalition of Interest?

- 2.1 **A Starter Definition:** A Tasmania *Together* Coalition of Interest is a collective of organisations and/or individuals who agree to work together for a common aim: the achievement of a specific Tasmania *Together* benchmark or group of benchmarks.

Coalitions of interest will bring together groups and individuals with a common interest and aim to plan and take action to achieve a particular benchmark or a related set of goals and benchmarks.

- 2.2 Sometimes the coalition of interest will already exist as an organisation, committee or association, which brings together representatives from different places, sectors, groups or organisations. It will agree to adopt and work towards achieving a specific benchmark(s) relevant to its existing work.

For example:

the Workplace Safety Board of Tasmania brings together business and industry, unions, the medical and legal professions and Government and its work relates to Goal 1.2.1: Number and severity of workplace accidents and illnesses; and

The Crime Prevention Council brings together youth and community organisations, business, local government and the Police and its work relates to a group of benchmarks under Goal 2: Have a community where people feel safe and are safe in all aspects of their lives.

- 2.3 Sometimes a coalition of interest will be new and will need to be established from scratch. The Board is preparing a separate paper entitled **Working Together: How to Establish a Coalition of Interest** which will be available in July 2002.
- 2.4 Coalitions of interest will also evolve from existing networks or informal groups of stakeholders which are non-benchmark related but which take on the additional role of pursuing a particular benchmark(s) because it provides a natural focus for their work.

Coalitions of interest may be geographically based and address a range of benchmarks of importance in a particular place or region. Equally they could be single issue-based and statewide in their orientation...or any variant between these extremes.

What A Coalition Of Interest Is Not

- 3.1 A coalition of interest is not necessarily representative of the complete stakeholder grouping for a particular goal or benchmark. Stakeholders have an interest or investment in or are affected by an issue. Their interest may be professional or personal or may stem from a commitment to achieve a particular outcome. For example, health professionals, the parents of chronically ill children, and the children themselves, are all stakeholders in the health services delivery system. Tasmania *Together* stakeholders include the community, business and government sectors.

But stakeholders don't always agree. A Tasmania *Together* Coalitions of Interest may exclude some organisations which, whilst being stakeholders and affected by the outcome of the pursuit of a particular goal, have diametrically opposed ultimate goals.

- 3.2 For example:

From time to time the Board will bring together groups of stakeholders to set targets or review the appropriateness of benchmarks as required by the legislation. Such a group will represent all views but will not be a Tasmania *Together* Coalition of Interest because -

all members of the group may not be in agreement on the benchmark objective; and

the group's purpose is not to work towards the achievement of a particular benchmark;

The Board will also establish working groups and reference groups from time to time to work on particular tasks or provide advice to the Board. These are not the same as Tasmania *Together* Coalitions of Interest because, while they may bring together many different groups, their purpose will not be to work towards the achievement of a particular benchmark(s).

What will the Board do?

- 4.1 The Board doesn't want to duplicate what's already working well. Where coalitions of interest are already working the Board will seek information on what they're doing and how they're working to publicise what they're doing. This will help in reporting on progress, save others from duplicating the work and help others who might be looking to establish new coalitions of interest by providing them with links and information on how others have done it.

The Board may also be able to help these coalitions of interests with aspects of their work by making connections, providing information, publishing their work and responding where possible to specific needs.

- 4.2 The Board is currently mapping existing coalitions of interest and working to identify gaps where new coalitions may need to be established. Where the Board sees a need it will take a proactive role in the establishment of a coalition of interest.
- 4.3 The Board is preparing a paper entitled: Working Together: How to establish a Coalition of Interest

Tasmania *Together* Progress Board
May 2002

Appendix 4 - Tasmania *Together* Progress Board Publications

Tasmania *Together* document, 2001

Tasmania *Together* Progress Board Act 2001

Tasmania *Together* Progress Report 2002

Tasmania *Together* Progress Report 2002: Overview

2020 Vision: Newsletter of the Tasmania Together Progress Board
April 2002

2020 Vision: Newsletter of the Tasmania Together Progress Board
September 2002

Brochure: 51 Ways to Make Tasmania a Better Place, 2002

Brochure: The 24 Goals of Tasmania Together, 2002

For all publications, go to www.tasmaniatgether.gov.tas.au or phone (03) 6233 5958.