

# Bushwalking NSW

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## BUSHWALKING NSW INC. STRATEGIC PLAN: 2021- 26

Version 1.0 – Approved 20/4/2021

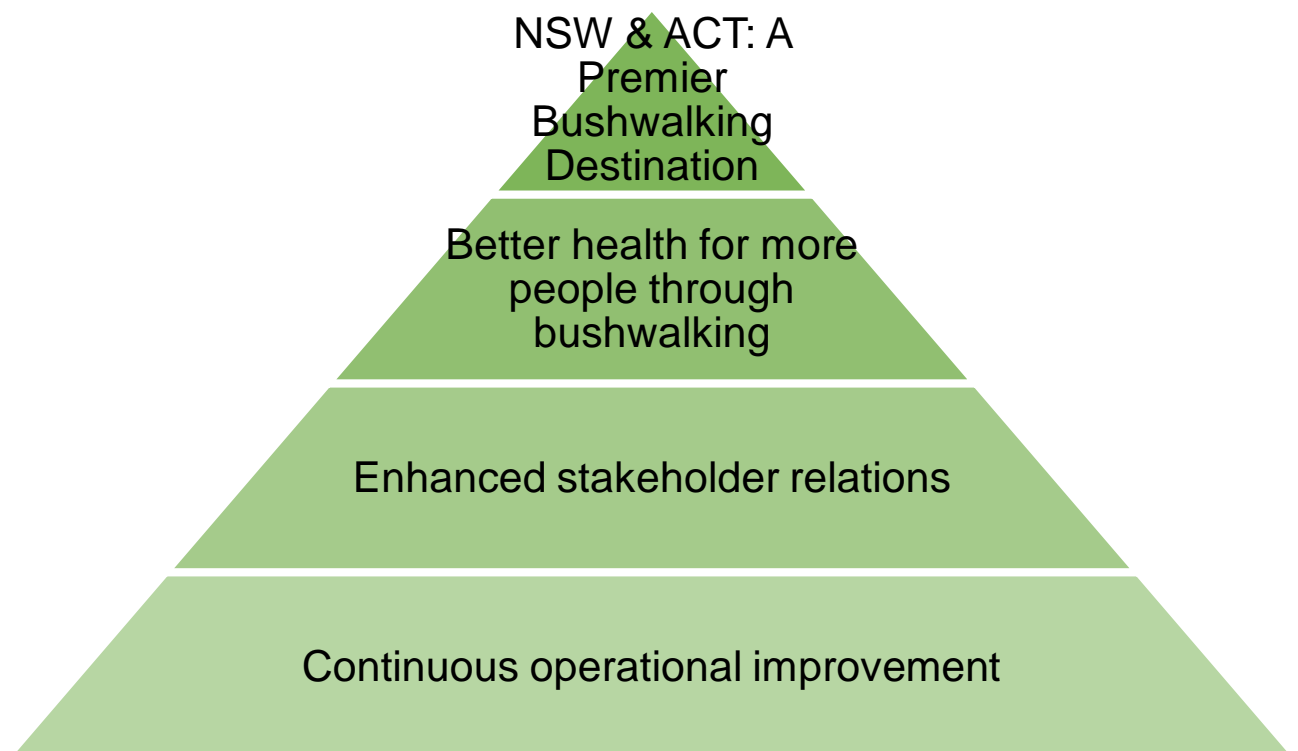
Bushwalking NSW considers that NSW & ACT should be a premier bushwalking and outdoor recreation destination of Australia, and that our people should enjoy optimal health and well-being through community engagement in nature.

**Bushwalking NSW Inc. Vision:** More people walking in nature more often.

**Bushwalking NSW Inc. Mission:** Advocacy and support for, and promotion of, more, safe, inclusive and extensive club-based bushwalking and related outdoor activities in nature.

### Bushwalking NSW Inc. Strategic Themes

Each of our four strategic themes build on each other:



## Strategic Theme 1: NSW & ACT: A Premier Bushwalking Destination

Inspire NSW & ACT to be a premier bushwalking and outdoor recreation destination of Australia with opportunities for outdoor adventure that amaze and excites.

Goal	Strategies	Key Performance Indicators
<b>1. 500 kilometres of new walking tracks in 5 years</b>	a. Continue advocacy	<ul style="list-style-type: none"> <li>Achievement of this target</li> </ul>
<b>2. By 2026 an iconic long-distance track is opened (similar to the South Australia's Heysen Trail and the West Australia's Bibbulmun Track)</b>	a. Support The Great South Coast Track initiative b. Support other long-distance track initiatives as proposed and which are consistent with Bushwalking NSW policies c. Work with NSW Government to assist in completion of NSW Nature-Based Tourism Strategy	<ul style="list-style-type: none"> <li>At least one new long-distance track is complete and opened by 2026</li> <li>Completion of Strategy by 2022 (per the Minister's letter)</li> </ul>
<b>3. All existing walking routes and tracks are retained</b>	a. Continue advocacy b. Encourage our clubs to identify track maintenance issues to land owners c. Coordinate members of Bushwalking NSW clubs to do trackwork	<ul style="list-style-type: none"> <li>No existing tracks closed or made inaccessible due to lack of maintenance</li> <li>Tracks needing maintenance have plans for maintenance in place</li> </ul>

## Bushwalking NSW Inc.

Goal	Strategies	Key Performance Indicators
<p><b>4. By 2026 NSW is on track to achieve goal of 17% of NSW being intact natural areas protected by National Parks by 2030</b></p>	<ul style="list-style-type: none"> <li>a. Support our clubs in their environmental advocacy</li> <li>b. Advocate to NSW government</li> <li>c. Attract public support for goal through our digital communications including social media</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of this target</li> </ul>
<p><b>5. Ensure that pristine nature remains the focus of bushwalking and camping activities and infrastructure in the NSW &amp; ACT National Park Estate</b></p>	<ul style="list-style-type: none"> <li>a. Advocate for retention of pristine nature in all infrastructure projects in the national park estate</li> <li>d. Collaborate with other organisations that share this goal</li> <li>e. Attract public support for goal through our digital communications including social media</li> </ul>	<ul style="list-style-type: none"> <li>• Pristine nature is the predominant feature of all tracks, trails, campgrounds, and accommodation in the national park estate</li> </ul>
<p><b>6. Initiate a public discussion on how to grant public access to walk on private land</b></p>	<ul style="list-style-type: none"> <li>a. Identify legal, insurance, financial, social, and practical issues for private landholders allowing the public to walk on their land</li> <li>b. Initiate and support a positive public discussion on how to facilitate public access to walk on private land</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant issues identified.</li> <li>• Discussion established amongst the club members of Bushwalking NSW.</li> <li>• Method identified of indicating when private land is available for walking by public (eg. online notification system, physical signage, etc)</li> </ul>

## Strategic Theme 2: Better health for more people through bushwalking

Facilitate improved physical, emotional and cognitive health of people in NSW & ACT by making bushwalking and other outdoor recreation activities available, and physically and financially accessible to all/more.

Goal	Strategies	Key Performance Indicators
<p><b>1. Increase the number of people regularly experiencing outdoor adventures in natural areas through our affiliate clubs to 13,000 by 2026</b></p>	<ul style="list-style-type: none"> <li>a. Promote the benefits of membership of bushwalking clubs to the wider outdoor recreation community.</li> <li>b. Develop a Digital Strategy aimed at increasing participation in clubs; and recognition, adoption and acceptance of the <u>Bushwalking Manual</u></li> <li>c. Explore member club name and culture change to increase club attractiveness</li> <li>d. Support training for, and retention of, Bushwalking NSW club’s activity leaders</li> </ul>	<ul style="list-style-type: none"> <li>• The number of members of Bushwalking NSW clubs increases to 13,000 by 2026</li> <li>• Consolidated listing of NSW &amp; ACT walks (“Where to Walk” database) on Bushwalking NSW website.</li> <li>• 20% more people taking on leadership roles in Bushwalking NSW and member clubs</li> <li>• Informal groups continue to seek alliance with Bushwalking NSW Inc. and they appreciate its value to them</li> </ul>
<p><b>2. Ensure bushwalking and camping remains financially and lawfully accessible to all in NSW &amp; ACT</b></p>	<ul style="list-style-type: none"> <li>a. Advocate for retention of Bushwalking NSW club access to tracks and campgrounds</li> <li>b. Develop a Bushwalking NSW Digital Strategy that gives bushwalkers a voice and supports Bushwalking NSW’s advocacy for bushwalkers</li> </ul>	<ul style="list-style-type: none"> <li>• No net loss of access to tracks and campsites</li> <li>• Wherever camping/overnight accommodation is available in national parks, a low-cost, bring-your-own tent option is available in sufficient quantity to meet demand</li> </ul>

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Goal	Strategies	Key Performance Indicators
<p><b>3. Provide Safety, Risk and Insurance support to our member clubs</b></p>	<ul style="list-style-type: none"> <li>a. Continue to maintain and develop relevant Policies and Risk Management Guidelines</li> <li>b. Advocate to ensure club's standards and risk management approaches are recognised by governments and the community.</li> <li>c. Continue to work with Bushwalking Australia Inc. to provide insurance and risk management for clubs.</li> <li>d. Ensure Bushwalking NSW has capacity to respond to, and support, all club needs including through serious incidents/crises by paying for additional work hours/expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management policies and guidelines are current and reviewed bi-annually</li> <li>• The <u>Bushwalking Manual</u> is used and promoted by all the clubs of Bushwalking NSW to their members</li> <li>• Bushwalking NSW has a public policy/ statement on risk management in member clubs</li> <li>• All clubs of Bushwalking NSW have and use risk management guidelines and procedures that are consistent with Bushwalking Australia risk management guidelines</li> <li>• Bushwalking NSW is adequately resourced to meet its goals</li> </ul>

### Strategic Theme 3: Enhanced stakeholder relations

Develop our stakeholder partnerships and alliances all the way through from individuals and clubs to federal government to improve our delivery on our goals.

Goal	Strategies	Key Performance Indicators
<p><b>1. Support our member clubs</b></p>	<p>a. Support and deliver services to our member clubs</p> <p>b. Strengthen the relationship between Bushwalking Clubs, Bushwalking NSW, and Bushwalking Australia (BAI)</p>	<ul style="list-style-type: none"> <li>• Enhance current service to clubs</li> <li>• Bushwalking NSW has two representatives regularly engaging with BAI at meetings and through email correspondence</li> <li>• An NSW/ACT club member takes on the Bushwalking Australia Insurance Contract Manager role for three years</li> </ul>
<p><b>2. Increase support from and engagement with government</b></p>	<p>a. Seek representation on relevant high-level committees and working groups eg. NPWS Advisory Council, etc.</p> <p>b. Engage with government programmes that align with our goals</p> <p>c. Maintain an active process for responding to planning relevant proposals at local, State and federal levels</p>	<ul style="list-style-type: none"> <li>• Representation on NPWS Advisory Council, etc.</li> <li>• Receiving grants to deliver on aligned goals</li> <li>• Government policies and actions reflect our goals and values</li> </ul>

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<p><b>3. Partner with other organizations that support our goals</b></p>	<p>a. Maintain relationships with relevant conservation groups and campaigns</p> <p>b. Develop an indigenous reconciliation statement and be open to partnership with an Indigenous organisation eg the people behind the Bundian Way</p>	
<p><b>4. Facilitate collaboration between all our stakeholders to achieve our collective goals</b></p>	<p>a. Facilitate and encourage club delegate participation in Bushwalking NSW projects and activities.</p> <p>b. A 'signature' event aimed at Bushwalking NSW clubs and other stakeholders to provide information, discussion and collaboration on issues affecting our membership community</p>	<ul style="list-style-type: none"> <li>• Delegates from 20% of clubs engage in Bushwalking NSW activities at least quarterly</li> <li>• At least one 'signature' event per year</li> </ul>

## Strategic Theme 4: Continuous operational improvement

Bushwalking NSW operates efficiently and effectively to achieve its strategic goals

Goal	Strategies	Key Performance Indicators
<p><b>1. Support efficient and effective operation of Bushwalking NSW Inc</b></p>	<p>a. Continue to improve and streamline operations, policies and procedures</p> <p>b. Develop Digital Strategy (including Marketing and Communications Strategy)</p>	<ul style="list-style-type: none"> <li>• All Bushwalking NSW’s operations are legally acceptable and reflect current best practice</li> <li>• Bushwalking NSW’s website upgraded to align and deliver on goals</li> <li>• Bushwalking NSW’s website and communications attract 15% higher usage rates by 2026</li> <li>• Awareness of Bushwalking NSW Inc. and its value is increased</li> </ul>
<p><b>2. A vibrant, constructive and talented team</b></p>	<p>a. Maintain position description for all committee members and volunteers</p> <p>b. Recruit new members to Bushwalking NSW management committee</p> <p>c. Attract three more (non-committee) volunteers from Bushwalking NSW clubs</p> <p>d. Increase resources to ensure Bushwalking NSW can adequately support volunteers or elect to pay staff instead</p>	<ul style="list-style-type: none"> <li>• Full cohort of Management Committee members, including two new (extra) MC members recruited</li> <li>• Position descriptions for all committee members and volunteers</li> <li>• Management Committee reflects diversity of broader membership of membership organisations</li> </ul>



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<p><b>3. Bushwalking NSW uses its funds, grant, and sponsorship opportunities to deliver best result on Bushwalking NSW goals</b></p>	<p>a. Optimise budget management</p> <p>b. Increase revenue</p> <p>c. Diversify income sources, and develop strong grants and sponsorship program</p>	<ul style="list-style-type: none"><li>• Annual Budget</li><li>• Budget planning and tracking process used</li><li>• Financial strategic planning assistance obtained</li><li>• Enhanced financial and budget management</li><li>• Increased income, including income from non-membership fee sources</li><li>• Best income sources identified eg. fees, grants, sponsorship, partnerships, local, state, federal government</li><li>• Increase revenue so that Bushwalking NSW can employ EO for at least four days per week (or equivalent)</li></ul>
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### Document Version History

V1.0 – Approved and adopted by Bushwalking NSW Inc. Management Committee at the 20 April, 2021 Management Committee meeting. For release to member clubs.