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NEWSLETTER OF THE AUSTRALIAN NETWORK FOR PLANT CONSERVATION

Your ANPC: The Future At Stake

From the National Office

As we go to press, the ANPC is facing a major challenge, one which will shape our structure and activities over the next year, and which perhaps will also determine whether the Network has a long-term future.

On the one hand, the steady expansion of ANPC activity over the last five years (particularly the establishment of the Regional Groups) has raised the need for more formal structures within the Network to allow better co-ordination and decision-making between conferences, to provide the regions with back-up, and to guide the National Office.

On the other hand, the ANPC is currently undergoing an external Review which will determine what (if any) funding will be received in future from the Endangered Species Program (ESP) of Environment Australia. ESP funding is only one part of our financial base, but is a critical part: among other things, it covers the salary for the National Coordinator position. The recommendation on funding by the Endangered Species Advisory Committee (ESAC) is likely to be made in October, but then must go to Federal Environment Minister Senator Robert Hill for approval. We do not expect to know our, funding base before November at the earliest.

Replacement Copy

A third factor is that a component of the staffing support in the National Office, generously provided since 1991 by the Australian National Botanic Gardens, and which has been crucial to our operation, will be reduced in the near future, as the funding situation in the public sector tightens further.

Review Of ESP Funding

The ANPC has received funding from the Federal Government's Endangered Species Program since our inception. ESP funding priorities are set largely by ESAC. Quite reasonably, ESAC periodically reviews the organisations and projects that the ESP funds, and it is currently our turn.

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ANPC has been asked to show what it has done for plant conservation, and why it should continue to receive funds from the ESP (especially at the increased level that we have requested!).

As part of the review, ESAC has asked ANPC to propose for itself a Three-Year Strategic Plan, to guide development and to set guidelines for expenditure of any ESP funds. This includes consideration of any changes to ANPC structure that may be needed to develop and implement such a Plan. ESAC understands that ANPC is an independent organisation answerable to its membership, but seems to regard a greater degree of formality of structure as necessary. This coincides with the views of some ANPC members, and of the ANPC National Office, that we should become an incorporated body, in order to allow receipt and handling of a wider range of grants and other funds without relying (as we do now) on public service agencies to handle our accounts.

Elsewhere in this article (boxed items) are outlines of the ANPC budget scenarios, the Terms of Reference of the ESAC Funding Review, and the main points of ANPC's submission to that Review.

The National Office believes it has made a strong case for increased funding from the ESP. The Network has a unique track record, and has delivered high-value results on a pretty minimal budget. Nevertheless, in the current funding climate we cannot be certain of a favourable result.

ANPC will more than ever need to draw upon the volunteer enthusiasm of our members. We will also need increasingly to seek funds and other forms of support from sources other than those we have relied upon in the past; this in itself will impose a major time commitment on an already overloaded National Office.

Structural Issues

In parallel with the funding problem, there is a need to review and reform our informal organisational structure. At present, the structural arrangements for decision-making are the two-yearly members' Conference, and the National Office of three people (two of *(Cont. page 3)*

ANPC Advisory Committee

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whom are part time). The National Office is authorised to make operational decisions, based on Conference resolutions and input from our 11-member Advisory Committee.

Now, careful decisions need to be made about spending priorities and about how we can be most effective. Decisions involving a consensus among members across the organisation need to be on a more frequent basis than every two years.

Informal liaison has taken us a long way, but a degree of formal structure is now necessary, with a greater and more specific role for the Regional Groups (perhaps especially for the Regional Coordinators). The Advisory Committee would continue to provide independent advice to the new executive structure. An additional reason for organisational change will come if we become an incorporated association. As we pursue outside funding and decrease our dependence on direct federal Government funding and administrative support, we will need to become more professional about accounting and liability. Incorporation will be necessary, and indeed without it we may be unable to accept some classes of funding.

The legislation covering incorporation requires certain structural arrangements, that include provision for office-bearers and auditing. Our challenge will be to combine these with our decentralised activity and diverse membership.

Nobody wants a bureaucratized structure, or members' meetings to become preoccupied with administrative business. We must, however, respond to our growth as a network and to our changing resource base.

How Can We Respond?

The National Office is proposing the following steps:

- A special members' bulletin in mid-November, to contain:
 - Funding Review outcomes (if known);
 - assessment of pros and cons of incorporation;
 - more detailed structural options;

- initial feedback from members.

An Advisory Committee meeting in mid-November, with Regional Groups and members invited to make input via delegates or in writing.

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Box 1: ANPC Funding Resources					
Current Sources	Current funding	Best option 1997-8	Worst option 1997-8		
ESP	\$55,000	\$172,000	\$ zero		
ANBG	(staffing support equivalent to one full-timer)	(0.6 full time equivalent, with further reduction possible)	(zero by 1999)		
ANBG	(communications & office support)	continuing	continuing		
Members' dues, in-kind support (individual and organisational)	\$110,000	\$140,000?	\$140,000? (this assumes that expansion will continue)		

- Consultations and discussion extending into 1998, with decisions made and a provisional new structure in place by June; ratification or otherwise by the 1999 Conference, after a trial period.
- After the ESP funding base is known (Nov. 1997?), ongoing membership consultation regarding practical priorities for our real business - plant conservation.

Note: The National Office is also asking members, individually and in their Regional Groups where these exist, to discuss the issues of funding, incorporation, and structural change, as soon as possible. Please send your ideas and comments to the National Office; these will be passed on to the Advisory Committee as well.



BOX 2: ESAC Review of ANPC Funding - Terms of Reference (abridged)

- 1. To review progress of the ANPC with respect to support from the Endangered Species Program (ESP), to revise the objectives of this support, and to establish a strategic three-year plan for consideration by the Endangered Species Advisory Committee (ESAC). Key questions to be addressed in the Review include:
- What has the ANPC achieved so far for the conservation of plants, and how does this compare with the goals and work program that has been set?
- What are the appropriate future directions for ESP support of the ANPC?
- 2. To examine ANPC objectives, goals and performance criteria with respect to:
- Key Federal Government policies and strategies (e.g. the National Strategy for the Conservation of Species and Communities Threatened with Extinction);
- links with other networks;
- the ANPC's proposed future role in relation to the Endangered Species Program and existing relevant groups/networks.

3. The development of a three year strategic plan/action plan.

4. Review of ANPC structure and mode of operation:

- current structure (advisory committee, staff, regional networks)
- proposed changes to structure for delivery of the three-year plan.



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