



September 2006 to August 2010

1. Background

The WA Rangers Association has embarked on a strategic planning process to set a strategy that is to be achieved within the next four years. The rationale behind this approach is based on the assumption that every organisation, be it a church, club, Government or company, needs 4 basic things if it is to be successful, namely:

- ü Leadership;
- ü Strategy;
- ü Management team to implement the strategy, and;
- ü An action plan which breaks the strategy down into 'bite sized portions'.

It is also assumed, for the purposes of this exercise, that the role of the leader or leadership will encompass at least the following elements, namely, the leadership must:

- ü Control the strategic planning process;
- ü Recruit, appoint, motivate and maintain a leadership team to implement the strategy;
- ü Communicate the strategy and market the operations of the Association to all the stakeholders, namely:
 - § The committee
 - § The members
 - § The Councils
 - § Capital providers/sponsors and,
 - § The communities within which the entity operates;
- ü Arbitrate disputes among the members of the management team, be a shoulder to cry on, the applauder of success and, as rarely as possible, the decision-makers of last resort.
- ü The leaders must be the primary generator of the will and discipline required to install and maintain this business process, as, without this, the system will fail.

2. The Strategic Planning Process

The strategic planning process entailed discussion with the committee (scoping the process), 5 focus groups held across the state, culminating in a strategic planning session held with the committee. This provided the strategic focus required to set the direction for the next four years. Once this had been captured in the strategy document, the committee worked to provide a broad-brush document that will be used to coordinate strategic activities of the Association.



3. Future Reality

The future reality is a strategic image the Association has painted of the destination it aims to reach within the next four years. This is sufficiently broad to allow groups/committees to apply their creativity in the fulfilment of the plan, but detailed enough to represent the agreed strategy and views of the Association.

3.1 Professional Body

Professional Body – the Association has been identified as the vehicle to raise the standards of Rangers across the State. This will require the identification, implementation, measurement and adherence to professional standards.

3.2 Educators/Enforcers Balance

The Association is the peak body called to foster and promote a healthy balance between educators and enforcers. While many law enforcement agencies have tended to lean toward the “sheriff” style of law enforcement, the Association recognises the need to retain a healthy balance and promote education as the departure point in the promotion of ranger services.

3.3 Strong Voice for Members

Strong voice, speaking to and for members – the Association will become a body that is widely recognised as the official ‘spokesbody’ for Rangers. It will address pertinent issues on behalf of its members. It will also address important issues that arise within the membership.

3.4 Support Body

The Association will support its members on legal, education and operational issues. This will require different forms of communication, and higher levels of availability within the committee and service providers within the Association.

3.5 Training and Development Body

The Association will take on a broader approach to training and development, and it is envisaged that it will be recognised as the top coordinator in the industry. Training and development programs will also be offered to related industries (transferable skills) so as to appeal to a broader market and secure a greater critical mass, making programs more economically viable.

3.6 State-Wide Representation

The Association will increase its sphere of influence across the state, and this will result in a large majority of councils being represented, and the majority of rangers participating in the affairs of the Association on an active basis.



4. Compelling Reasons for Change

- Rangers have a strong desire to see services standardised, recognised and improved upon on an ongoing basis. It is felt that ranger services should be acknowledged for the level of professionalism displayed and scope of services offered.
- Ranger services are seldom understood by councils and even less by the larger community. For this reason the Association is to inform councils and communities through communication and positioning.
- Standardised services would provide a benchmark for service delivery, measurable standards within each council and ease of use and comfort within the community.
- Greater uniformity is required by rangers, councils and communities regarding investigations, uniforms, to name but a few. Standardisation of uniforms and vehicle markings alone would raise the level of professionalism and recognition significantly and it is believed would play a major part in raising the level of recognition ascribed to the rangers.
- The need to share resources and ideas across the Association would allow for synergies and professionalism levels to be raised significantly. Ideas sharing through member forums etc. would allow for the development of creative ideas that could promote the industry on a national and international level.
- An information network is essential to the development of best practice, efficient and effective resource allocation and securing quality equipment and supplies at competitive prices.

5. Identity

5.1 Regarding our identity we are recognised as:

- Professional body
- Advisors on standards
- Legal support body
- Custodian of standards
- Promoters of Ranger Services
- Lobby body for higher levels of recognition
- Leaders in the development of improved services, standards & rewards
- Information conduit
- Networking body
- Strategy advisors
- Educators
- Promoters
- Advocacy



- Spokespersons

5.2 However, we are not:

- A union
- Bank, or money lenders
- Facilitators of individual disputes
- Arbitrators or a dispute resolution body
- Police or 'sheriffs'
- Representative body of other similar organisations e.g. fisheries, CALM Rangers

6. Purpose

Regarding our purpose we exist:

- For the benefit of the collective body of members
- To represent the needs and aspirations of a group of proactive rangers
- Establish standards of excellence within the industry for the benefit of members, Local Governments and the community at large

7. Partners

We have identified key partnerships that will be pursued during the strategic period. This does not mean that existing partnerships will be neglected, or that new partnerships will be rejected, but that we will pursue mutually beneficial relationships during this period. These key partnerships are

- Police
- Emergency Service Bodies
- Other Government agencies (e.g. WALGA, LGMA etc.)
- Other law enforcement agencies

8. SWOT Analysis

The analysis identified the following key issues:



<u>Internal Strengths</u>	<u>Internal Weaknesses</u>
<ul style="list-style-type: none"> • Willingness to change/raise the bar • Diversity & depth of experience • Growing resource base e.g. website • State focus • Conviction, passion, commitment, vision • Strong ethics • Have a standing history, leading to greater recognition 	<ul style="list-style-type: none"> • LGA's too diverse on opinions regarding rangers • Lack of representation (teeth) • Percentage of members too low • No full-time staff • Lack of a recognised spokesperson • Lack of a strategic plan (past)
<u>External Opportunities</u>	<u>External Threats</u>
<ul style="list-style-type: none"> • Marketing/media promotion • Alignment with other Associations • Partnerships with educational bodies (e.g. TAFE) • Public education • Sharing resources/ideas 	<ul style="list-style-type: none"> • Privatisation of the industry • Legal development/changes • Change of the role of rangers • Bad publicity • Weak/inappropriate training bodies • Public liability – control of Association advisors • Insufficient standards

9. Strategic Intent

Having considered the brief information above, the strategic intent of the Association is summarised as follows:

As a significant representative body within Local Government, we are raising the standard and setting the pace for improvement on behalf of a progressive, proactive and promising group of Rangers who are dedicated to professionalism, committed to excellence and the custodians of recognised standards.

To this end we have identified the following strategic objectives:



1. **Strategic Goal 1:** Achieve significant levels of professional recognition for Rangers across the State
2. **Strategic Goal 2:** Market and promote the Association both internally and externally
3. **Strategic Goal 3:** Provide an agreed range of services to members in keeping with an acceptable membership fee
4. **Strategic Goal 4:** Be recognised as the custodian of standards on all matters pertaining to Ranger services

10. Strategic Objectives

Strategic Goal 1: Achieve significant levels of professional recognition for Rangers across the State:

	Strategic Objective	Performance Driver	Strategic Outcome/Measures	Due Date	Responsible Person
1.1	Develop recognised educational standards for a broad spectrum of Ranger services	<p>§ Investigate the recognition of formal qualifications and the establishment of standards with registered training organisations.</p> <p>§ Measure the level of interest among members</p> <p>§ Discuss with other groups to find commonalities to ensure that desired levels of critical mass are achieved.</p> <p>§ Negotiate formal recognition within Local Government</p>	<p>§ Formal qualifications for Rangers at different levels</p> <p>§ Training Service Providers identified</p> <p>§ Development programmes established and members and councils informed of scheduled training and development.</p> <p>§ Strategic partners enter into agreements to share certain costs pertaining to professional development</p> <p>§ Local Government acknowledge "formal" qualification and enter agreements regarding the appointment and promotion of qualified Rangers</p> <p>§ Well qualified Rangers with</p>		



	Strategic Objective	Performance Driver	Strategic Outcome/Measures	Due Date	Responsible Person
			transferable skills that are committed to continuous improvement		
1.2	Implement a code of conduct that is recognised throughout Local Government, so as to raise the level of professionalism across ranger services	<p>§ Develop a code of conduct in Association with strategic partners and Local Government management groups.</p> <p>§ Have code of conduct officially endorsed by the Association (i.e. enforceable as a requirement of membership)</p> <p>§ Promote the code to strategic partners as the prerequisite for healthy interaction and broad recognition within the community.</p>	<p>§ Well recognised code of conduct that is accepted by all members</p> <p>§ High levels of accountability to local councils, communities and between Rangers</p> <p>§ Local councils provide recognition of outstanding conduct and superior performance.</p>		
1.3	Raise the level of professionalism by developing an evaluation tool for use by local councils, to measure service delivery of individuals	<p>§ Develop a performance appraisal tool that is user friendly and outcomes focused.</p> <p>§ Promote the tool in local councils so as to raise awareness of the skills, competencies and delivery of local Rangers.</p> <p>§ Provide benchmark standards, so as to enforce the "Bill of Standards" developed by the Association</p> <p>§ Develop a toolkit to be used by the local councils to develop individual Rangers i.e.</p>	<p>§ Performance Appraisal System which is used to evaluate performance against objectives, compliance to agreed standards and the identification of professional development requirements.</p> <p>§ Rangers at the majority of councils have been evaluated against set criteria.</p> <p>§ Toolkit is available to council on how to develop Rangers and is being applied.</p>		



	Strategic Objective	Performance Driver	Strategic Outcome/Measures	Due Date	Responsible Person
		Recognition of skills and competencies and professional development requirements	§ Stature of Ranger services improves dramatically due to the availability of and adherence to individual standards.		

Strategic Goal 2: Market and promote the Association both internally and externally

	Strategic Objective	Performance Driver	Strategic Outcome/Measures	Due Date	Responsible Person
2.1	Create a recognisable brand and raise the profile of the Association significantly	<p>§ Develop a marketing plan that should address all major aspects of marketing and PR with the following as a base minimum</p> <p>Membership fees with the option of various levels of membership</p> <p>Branding – developing a recognised brand</p> <p>Quantify and qualify the “services” provided by the Association (this may address the promotion of the industry)</p> <p>Specified objectives to be achieved, areas to penetrate, levels of membership to</p>	<p>§ Broad base marketing plan, addressing all issues pertaining to brand recognition</p> <p>§ Improved levels of recognition</p> <p>§ Greatly improved levels of membership</p> <p>§ Greater commitment from strategic partners</p> <p>§ Measurably improved feedback from members and non-members on the profile of the Association</p> <p>§ Improved quality of rangers being employed/entering the industry</p> <p>§ Association commonly referred to as</p>		



	Strategic Objective	Performance Driver	Strategic Outcome/Measures	Due Date	Responsible Person
		<p>achieve, strategic partnerships built etc.</p> <p>Create tools to measure the levels of PR achieved and the marketing objectives met</p>	<p>the spokesperson for Rangers.</p> <p>§ Growth in membership numbers</p> <p>§ Measurable success indicators to measure the outcomes of the communication strategy</p>		
2.2.	Expand the website to serve the needs of members, service providers, strategic partners and Local Governments	<p>§ Investigate options regarding the website, including:</p> <p>Members networking</p> <p>Members access page to find and share information</p> <p>Strategic partnerships/links</p> <p>Push and pull style information sharing</p>	<p>§ A wide range of tools to empower members at all levels to spread details of the benefits of the Association</p> <p>§ Long term partnerships that are able to benefit both organisations.</p>		
2.3	Provide the committees and members with communication tools which can be used to further the cause of the Association at all levels	<p>§ Develop a pack of communication tools such as a folder with information, marketing materials, DVD etc., to empower members to further the profile of the Association</p> <p>§ Provide training sessions for committee members on the values and benefits of the Association</p> <p>§ Develop tools that can be used to measure the profile of</p>			



	Strategic Objective	Performance Driver	Strategic Outcome/Measures	Due Date	Responsible Person
		the Association (internally and externally) and the resultant effect. This will require measurable benchmark (KPI's) indicators to measure the success of corporate communication.			
2.4	Build strategic partnerships that will develop mutually beneficial alliances, to further the Association, Rangers in general and all support/emergency services across the board.	<p>§ Identify strategic partners</p> <p>§ Progress debate regarding the strategic common ground and benefits for both partners</p> <p>§ Develop plans to promote partnerships at a state and local level</p> <p>§ Identify written methodologies to sustain such partnerships over the long term.</p>			

Strategic Goal 3: Provide an agreed range of services to members in keeping with an acceptable membership fee



	Strategic Objective	Performance Driver	Strategic Outcome/Measures	Due Date	Responsible Person
3.1	Identify a range of services to be offered at an acceptable fee structure.	<p>§ Undertake cost/benefit analysis to find the needed cost to provide various levels of service delivery</p> <p>§ Submit this to the members with a phasing in strategy to increase fee and provide agreed service standards.</p> <p>§ Identify measurable service standards that can be reported against.</p> <p>§ Identify user-pay services that could benefit both members and local councils eg. Recruitment services, outsourced services etc.</p>	<p>§ Differentiated services at various cost structures</p> <p>§ Clear mandate from members on a medium-term programme to increase fees and promote the desired levels of service</p> <p>§ Measurable service standards that are agreed across the industry</p> <p>§ A well identified raft of user-pay services that ensures the long-term sustainability of the Association and raises the profile of its members as a professional body.</p>		

Strategic Goal 4: Be recognised as the custodian of standards on all matters pertaining to Ranger services

	Strategic Objective	Performance Driver	Strategic Outcome/ Measure	Due Date	Responsible Person
4.1	Promote recognised standards by developing a "star rating" plan to measure the standards of	<p>§ Develop and test acceptable standards of Ranger services.</p> <p>§ Translate this into a "star" rating system that will allow councils to</p>	<p>§ Measurable standards that councils can use</p> <p>§ Improved standards across Ranger services</p>		



	Strategic Objective	Performance Driver	Strategic Outcome/ Measure	Due Date	Responsible Person
	Ranger services across the state	<p>initiate specific plans to achieve acceptable standards.</p> <p>§ Develop work plans for councils to undertake to achieve these standards</p> <p>§ Have these standards endorsed by various Local Government</p> <p>§ Endeavour to have a small group of councils "trial the process and use this as a model for others</p> <p>§ Provide consulting services to link this to individual performance management contracts</p>	<p>§ High levels of recognition with Local Government</p> <p>§ Councils embark on work plans to improve service delivery</p> <p>§ Individual Rangers benefit by continuous improvement plans</p> <p>§ Performance management systems are standardised across Ranger services</p> <p>§ The Association plays a vital role in the professional development of individuals and of Ranger services in general.</p>		
4.2	Launch a recognition programme to acknowledge significant service delivery standards of ranger services within councils	<p>§ Identify individual service standards of the ranger services 'section' within the council</p> <p>§ Investigate a programme that would launch a significant endeavour to have members recognised for outstanding service delivery.</p> <p>§ Investigate standards in various competency, skill and functional areas.</p> <p>§ Identify the range of services/competencies that</p>	<p>§ The "Blue Book" becomes widely recognised across emergency services as an emerging standard that should be applied and adapted by strategic partners.</p> <p>§ Standards of rangers services improves dramatically</p> <p>§ Councils have evaluated, are aware of, and regularly acknowledge the</p>		



	Strategic Objective	Performance Driver	Strategic Outcome/ Measure	Due Date	Responsible Person
		<p>should be incorporated as minimum service delivery standards.</p> <p>§ Develop a template to standardise the evaluation of ranger services</p> <p>§ Delegate various sections of the template to be completed by groups to evaluate the various functions performed in the council</p> <p>§ Test these identified performance indicators in "model" council.</p> <p>§ Use this information to develop the 'Rangers Blue-Book of Standards'</p> <p>§ Have this evaluation tool accepted by all councils through our strategic partners</p>	rangers section within council		

11. Conclusion

In conclusion, the leadership commits to the implementation of the strategic plan and to the appointment of a process champion to assist with the ongoing development and implementation of the plan as a whole. It is understood that this strategic plan is undertaken to create a new picture for the organisation, provide the guidelines for structure, determine the opportunities to pursue or not to pursue and ensure a framework for fee determination and budgeting process. We recognise that this does not provide a substitute for leadership but enforces a joint vision, which is principle driven, and people friendly.