SIX STEPS FOR BUSINESS PLANNING

Step 1 — Preparatory work
(Learning, scoping etc)

Step 2 — Gather/Analyse baseline situation
and operational requirements

Step 3 — Identify Objectives and priority Strategies and
Results to improve management effectiveness

Step 4 — Write and approve the
business plan

Step 5 — Implementation

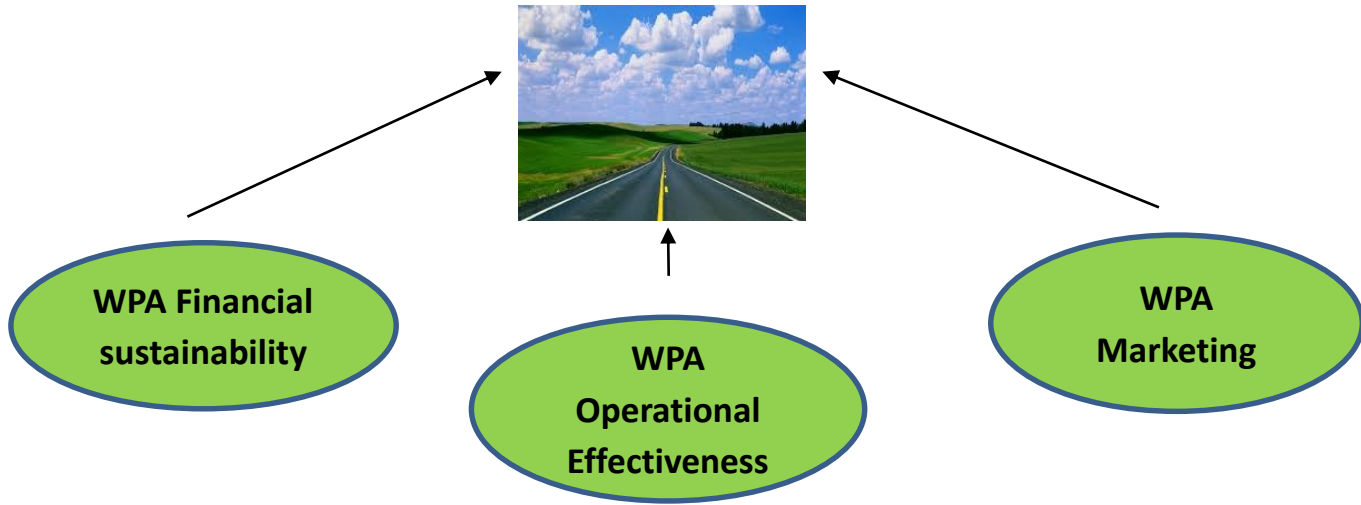**Step 6** — Monitor, Review
and Adapt

3 - 5 months

DEVELOP CLEAR OBJECTIVES TO IMPROVE WPA MANAGEMENT EFFECTIVENESS

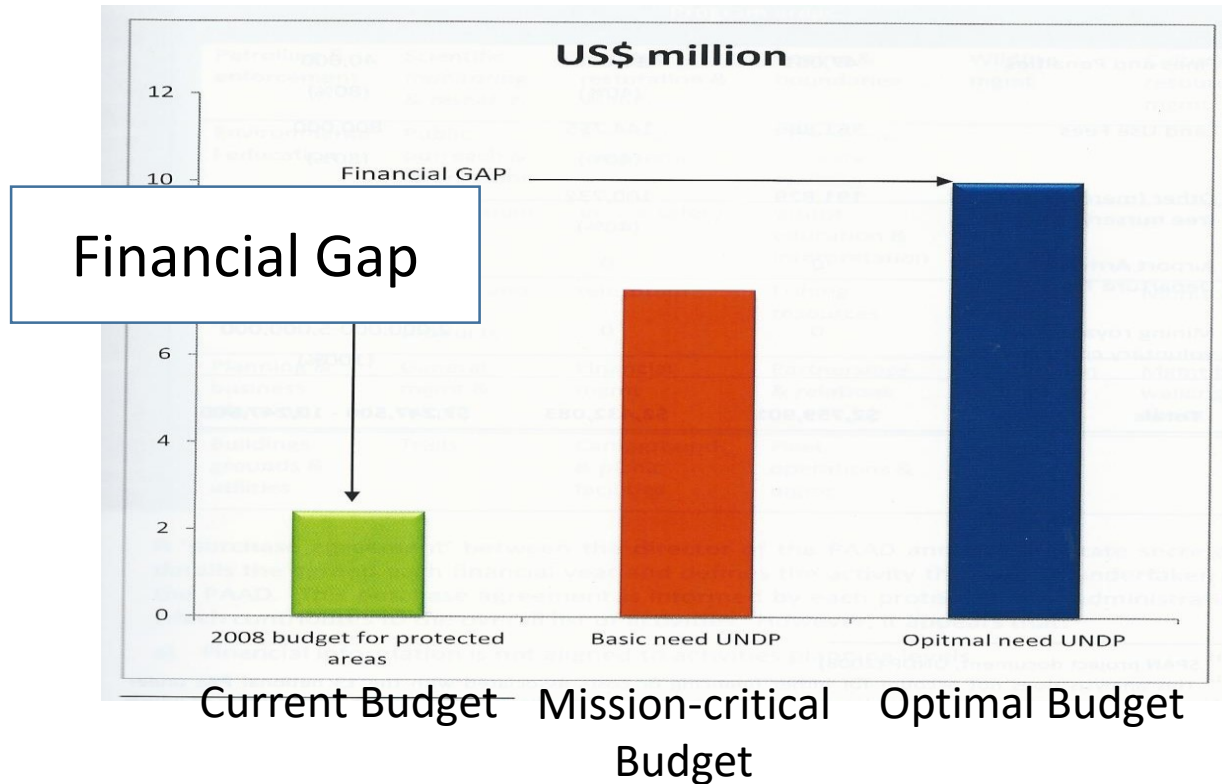Be proactive, innovative and forward-looking,

IMPROVED SCENARIO

OBJECTIVES

WPA Financial sustainability

WPA Operational Effectiveness

WPA Marketing

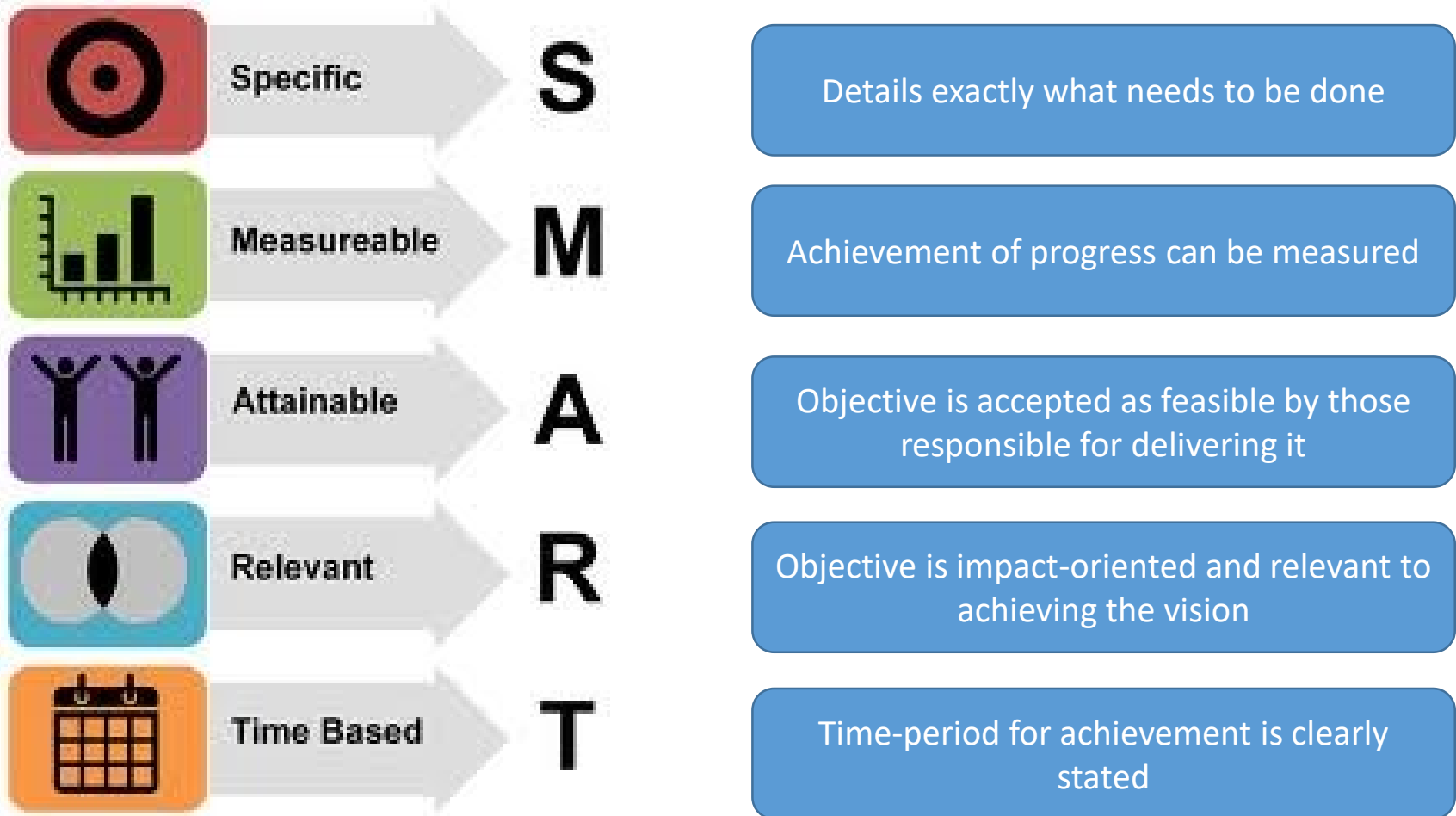**BASELINE SCENARIO**

BUSINESS AS USUAL

Examples of Objectives
for WPA Financing

"Annual WPA core budget increased by XX% (= $XXXX) by 2020, and diversified through two new sustainable funding mechanisms"

Setting SMART Objectives

Specific	**S**	Details exactly what needs to be done
Measureable	**M**	Achievement of progress can be measured
Attainable	**A**	Objective is accepted as feasible by those responsible for delivering it
Relevant	**R**	Objective is impact-oriented and relevant to achieving the vision
Time Based	**T**	Time-period for achievement is clearly stated

Examples of Objectives
for WPA Operational Effectiveness

"All front-line staff trained in community and visitor engagement by 2018, and at least one community outreach officer appointed by 2019"

"At least 2 additional rangers (re-named from "guards") appointed by 2019, and ranger job satisfaction improves by 30% by 2020 as measured by job satisfaction surveys"

Examples of Objectives
for WPA Marketing

"30% rise in visitors by 2020, and visitor experience improves by 20%."

"Improve local community support/trust as measured by # of community members engaging with the WPA through business links or as volunteers"
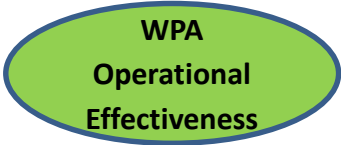
Don't make too many Objectives!!

MANAGEMENT
EFFECTIVENESS VISION

OBJECTIVES

WPA Financial sustainability

WPA Operational Effectiveness

WPA Marketing

STRATEGIES

BASELINE SITUATION

BUSINESS AS USUAL

Examples of Strategies

WPA Financial
sustainability

WPA
Marketing

Establish a fee based parking
system to generate new income
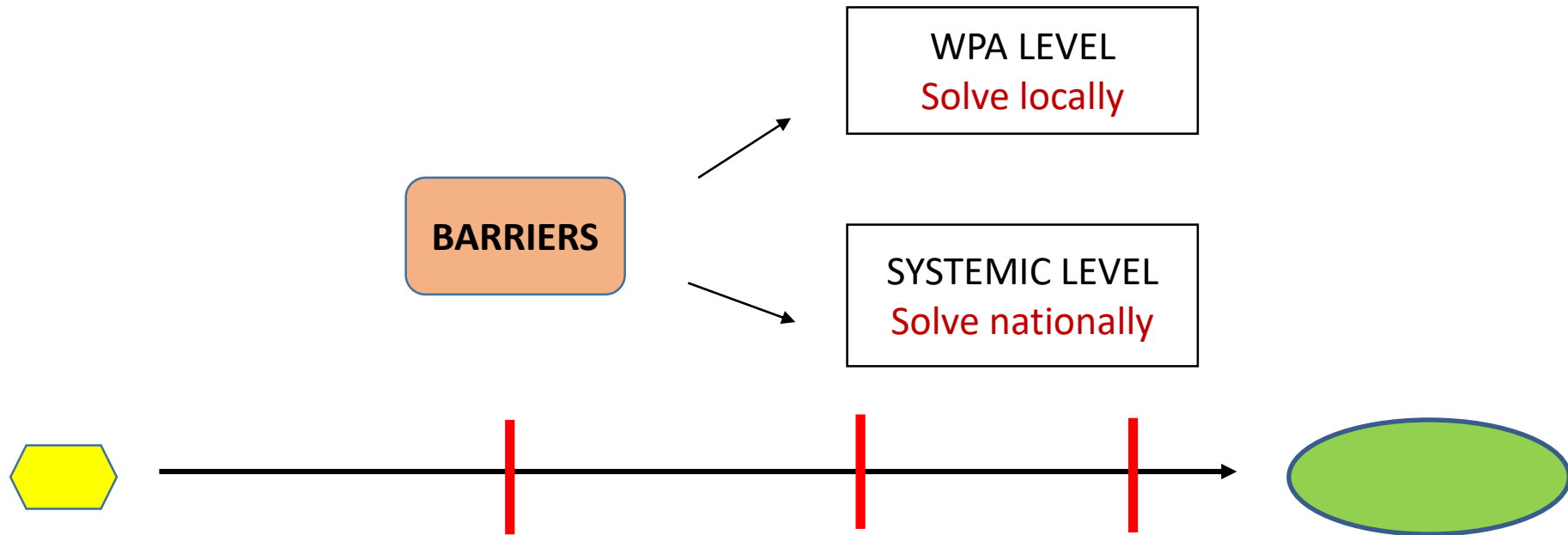for PA operations and manage
visitor access

Promote group visits and
thematic "open days", and
improve visitor experience

Identify any Barriers

WPA LEVEL
Solve locally

BARRIERS

SYSTEMIC LEVEL
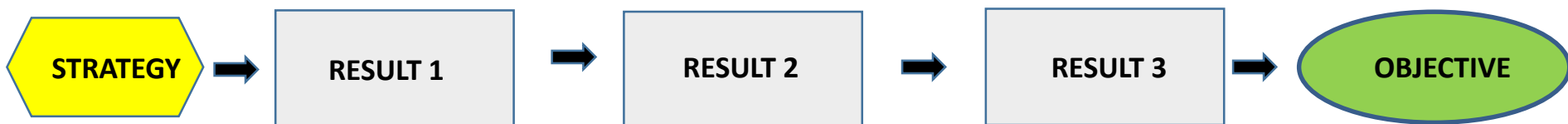Solve nationally

Examples of Barriers

"Legislation does not allow us to retain income that we raise locally through fees and concessions" (= Systemic barrier)

"Our staff are not well enough trained in community engagement" (= WPA level barrier)

"Our PA is not well enough known to attract tourists" (=WPA level barrier)

Making a Results Chain
Example 1 (Financing)

```
STRATEGY  →  RESULT 1  →  RESULT 2  →  RESULT 3  →  OBJECTIVE
```

| STRATEGY	RESULT 1	RESULT 2	RESULT 3	OBJECTIVE
Establish a fee based parking system to generate new income for PA operations and manage visitor access	Quality parking facility developed adjacent to visitor centre by end 2017	Put up barriers and signs to prevent random parking on roadsides approaching the visitor centre by end 2017	Fees introduced for parking from March 2018, including free access to visitor centre	"Annual WPA core budget increased by XX% (= $XXXX) by 2020, and diversified through two new sustainable funding mechanisms"

Making a Results Chain
An example (Marketing)

STRATEGY	→	RESULT 1	→	RESULT 2	→	RESULT 3	→	OBJECTIVE
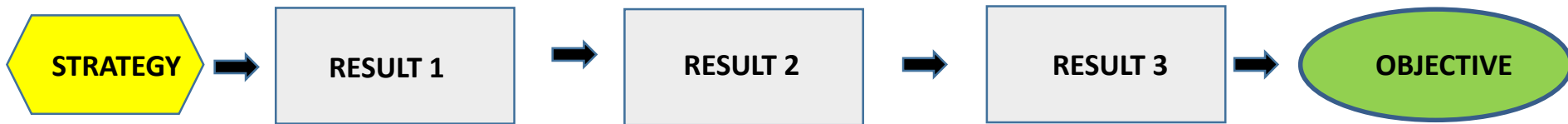
Promote group visits and thematic "open days", and improve visitor experience	Agreements established with 2 local tourism agencies, 4 hotels and 2 local schools for group visits by end 2017	Hold 2 thematic "Open days" each year, advertised using social and other media	Visitor satisfaction surveys conducted every 6 months with sample of 100 visitors, and all key recommendations are implemented	"30% rise in visitors by 2020, and visitor experience improves by 20%"

Results chains become log-frame of Business Plan

- **OBJECTIVE 1: Annual WPA core budget increased by XX% (= $XXXX) by 2020, and diversified through two new sustainable funding mechanisms**

- Strategy 1.1: Establish a fee based parking system to generate new income for PA operations and manage visitor access
    i.   Quality parking facility developed adjacent to visitor centre by end 2017
    ii. Put up barriers and signs to prevent random parking on roadsides approaching the visitor centre by end 2017
    iii. Fees introduced for parking from March 2018, including free access to visitor centre

- **OBJECTIVE 2: 30% rise in visitors by 2020, and visitor experience improves by 20%**

- Strategy 2.2: Promote group visits and thematic "open days", and improve visitor experience
    i.   Agreements established with 2 local tourism agencies, 4 hotels and 2 local schools for group visits by end 2017
    ii. Hold 2 thematic "Open days" each year, advertised using social and other media
    iii. Visitor satisfaction surveys conducted every 6 months with sample of 100 visitors, and all key recommendations are implemented

Planning needs to be "joined-up"

Financial resources

Marketing, Infrastructure & assets

Operational effectiveness: Staff team and equipment

Content of a typical PA Business Plan

- Introduction
- Manager's Foreword
- Executive Summary
- Overview of the Protected Area
- Historical context / development
- Financing Analysis and Plan
- Organisational Analysis and Plan (human resources and facilities)
- Marketing Analysis and Plan
- Risk Management
- Annexes (additional information)

Main part of the Business Plan
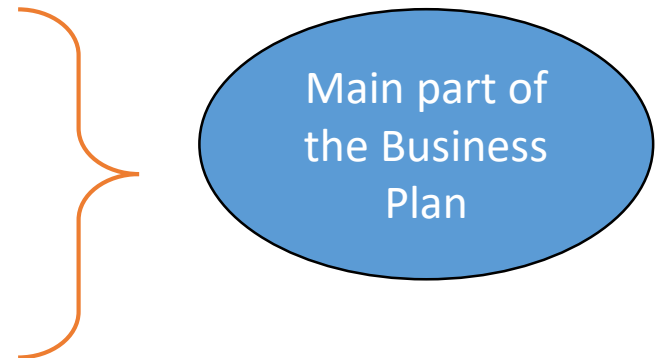
Business Plans usually cover a 1-3 year period, but undergo ongoing adaptive management

Aim of the next group sessions

- <u>Session 3</u>. Objectives, Barriers, Strategies for improving WPA management effectiveness, using results from the morning sessions (100 minutes)

- <u>Session 4</u>. Make the Results chains to achieve each Strategy

  Group 1: WPA FINANCING

  Group 2: WPA OPERATIONAL EFFECTIVENESS (Staffing (numbers and types, ability to carry out their duties, training, management and administration) equipment, facilities).

  Group 3: WPA MARKETING (advertising, information, promotions, visitors, sales)

Note: These are practice sessions so that you will be able to return home to work with your teams to prepare the results chains yourselves. What you develop today will provide a useful template to develop for your WPA.

Thank you very much!

Let's get to work!