The King Island Way - Forward 2003 to 2013

King Island Future Search Conference Report

Friday December 5th to Sunday December 7th: 2003

“The King Island Way”

Between December 5 and 7: 2003, seventy-six people gathered in the Town Hall at Currie to work on a future plan for King Island.

This is their report. It contains the unedited work done by all groups during the Future Search Conference. Over the three days the conference participants worked in stakeholder groups, whole system groups and action planning teams.

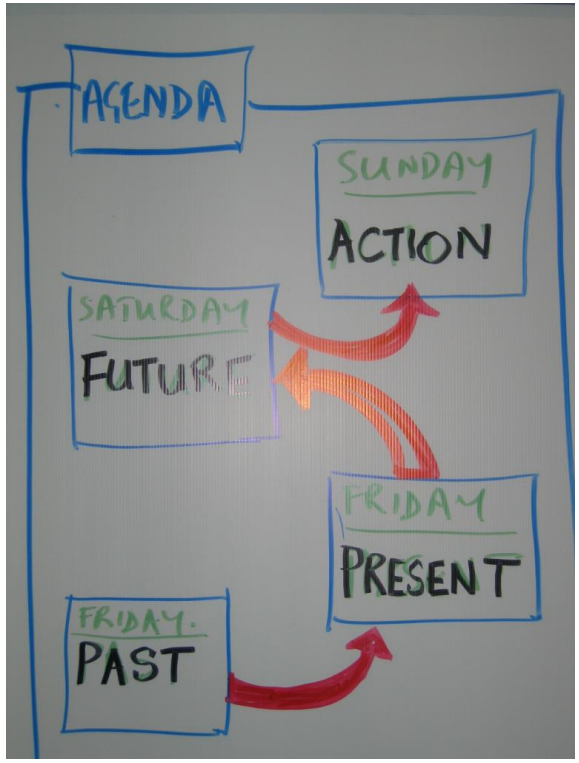
We thank everyone for their willing and generous participation. This report and the future of King Island are entrusted to you.

Bob Campbell & Lynda Jones
Future Search Conference Facilitators

groupwork
helping groups move from uncertainty to purpose

Contents

4 Participants – group matrix
5 The Gallery
6 Focus on the Past
11 Focus on the Present – Trends from the Mind Map
14 Discussion on present trends
19 Hard Questions
22 Prouds and Sorries
26 Focus on the Future – Future Directions and Values
27 Future Directions Summary
34 Values
37 Vision Statements
39 Action Plans
58 Close
59 Thoughts from a King Islander Away



Participants – group matrix

Participants worked in stakeholder groups and also whole system groups.

Stakeholder groups	White	Gold	Red	Yellow	Blue	Silver	Green	Black
Transport	Robbie Payne	Neil Graham	Greg Morris	Peter Bowling	Jed Weitjens	Vernon Philbey	Wendy Barratt	
Primary Industry	John Daniels	Yvonne Bowling	Bob Cooper	Boyd Hoare	Kevin Crouch	Dennis Talbot	Fred Perry	David Bowden
Secondary & Tertiary Industry	Peter Button	Brian Crockett	Rod Graham	Ron Crack	Rod McGarvie	Andrew Wardlaw	Joe Cooper	
Business & Commerce	Duncan Mc Fie	Kathleen Hunter	Naomi Homquest	John Brewster	Jenny Thorn	Roger Banfield	Pam Fanning	Chris Porter
Tourism	Ian Waller	Monica Harper	Cherylle Gardner	Hank Eelman		Les Honess	Angela Williams	Guy Barnes
Community	Audrey Graham	Richard Minol	Bernard Hodgman	Janice Perry	Amy Plantinga	Anna De La Rue	Michael Cross	Cynthia Stellmaker
Sport Recreation & Culture	Caroline Kinninmonth	Chris Barnett	Alison Milson	Robyn Eades	Val McGarvie	Shirley Stebbings	Brett Thorn	Graeme Batey
Health Education & Community Services	Marj Wellman	Sue Harvey Latham	Sarina Laidler	Mark Newnham	Helen Parry	Jackie Richards	John Zanders	Lorraine Neivaart
Infrastructure & Environment	Eva Finzel		Simon Boughey	Jan Van Ruiswyk	Peter Youd	Noel Hunt	Michael McGowan	Margaret Batey
Council & Governance	Charles Arnold	Greg Barratt	David Brewster	Judy Walker		Stephanie Graham	Judy Payne	Roger Jaensch

The Gallery

Each participant was asked to bring an object or artefact to the conference that symbolised the future of King Island. Participants met in whole system groups to discuss their objects.
Each group then chose one to share with the conference.

The following objects were chosen:

- A Mirror: Reflects the high quality image and lifestyle that King Island wants to present to the world.
- Rubik's Cube: We are all interdependent but whole as well. We can move and change but still be together. We are a different but cohesive people.
- Piece of sheep Manure: Dry and hard like the times can be. Also an end product that can be used to nurture new growth.
- Sustainable management diagram: Need to preserve the environment and encourage sustainable development to give jobs for the future and have a healthy community.
- Tadpole: Represents our youth and children that are the future of the Island. For tadpoles to evolve and grow they need a safe place to live.
- Bottle of cloud juice: Symbolic of the need for Industry to continue. Need value adding to survive.
- Prickly tea tree: King Island needs to be prickly to survive.
- Abalone Shell: Starts small but grows in the same shape. It is natural, beautiful and perfect. That's how we would like King Island to be .
- Green Grass: Primary industry is needed for the future. Availability of green grass was the beginning of the beef and dairy industry for the Island.

Focus on the Past

The first step in the conference focuses on the past and develops a joint picture of our world, values and history. Alone each participant made notes on key personal, global and local events that represented key turning points in their life and world. These events were then transferred to timelines on the Past wall. Each whole system group discussed the three timelines and discovered their common past. The thoughts of the whole system groups are set out below.

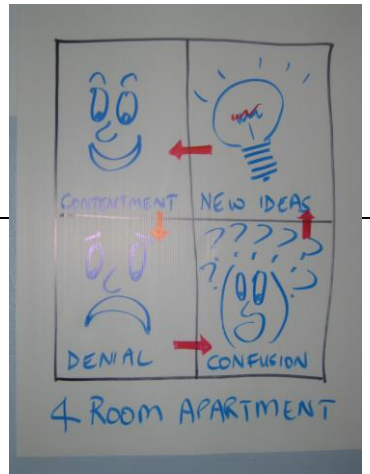
Past Milestones that have shaped our personal lives, the world and King Island

White whole system group		
Personal	World	King Island
• Everyone has significant events happening in their lives • Education is significant • Some people leave the Island for education • Some people come to the Island for a sea change	• Wars • We are but a blip in time • Pivotal events, moon, Martin Luther King, • Various world views, freedom of thinking, environment, speed of technology, speed of change and development	• Short history • Things come and go • Things still survive and grow • Vulnerable to industry change, airlines, transport, infrastructure • King Island is a brand now • NHT funding has changed the face of the land coupled with change in thinking. • KIRDO • Technology, eftpos, Internet, Mobile phones, ABC FM, TV
Red Group		
Personal	World	Local
• Lots of moving to and from the Island • Births • Young families • Marriage divorce children • Study, kids leaving, boarding school • Careers • Some kids come back	• Cultural evolution • Globalization • Colonization • Terrorism • Technology/ communication • Disease, ageing, SARS,HIV, • World Travel • Isolated even though we are safe we are being influenced	• Resilient and always full of new ideas • Sense of pride and ownership • Unique difficulties make us innovate • Environmental influences ie fires • Self reliant • King Island brand • Always evolving need to reinvent

• New people ,new ideas • Some things never change	economically and socially	ourselves • Industrious and hardworking • Ageing population • Our initiatives are restrained by blanket bureaucratic regulation • Young people have limited opportunities • Islanders become complacent and resistant to change • Attitude
Yellow Group		
Personal	World	King Island
• Family, Education, • Children leaving • Implications for year 10-12 people • Greater opportunities for youth	• War and peace cycles • Technology advances • Social conscience	• Development increasing and gaining pace • Shipping and aircraft • Effective transport is critical to maintain population and industry
Silver Group		
Personal	World	King Island
• All born • Educated • Career • Married • Travel • Children • Ongoing Education • Divorce • Career changes	• War and terrorism • Global markets • Industrial • Mobile phones • Famine • Technology • Increased education • Food technology • Diversity of knowledge and expertise • Safety	• Drought • Australian Dollar • War • Failed industries • Indifferent government support • Lack of population • Transport air and sea • Tourism • Markets • Volunteers • Port • Children offer hope for the future

Blue group		
Personal	World	King Island
• All immigrants to KI for various reasons • People come here for work but stay for family, community or lifestyle reasons • Implications are that planning needs to bolster those reasons. • The community should be allowed to control the planning and not have it inflicted on it.	• WW 1&2 led to soldier settlement	• Mine closure affected population • 1970's beef crash • 1990's wool crash • 1970's dairy slump
Green group		
Personal	World	King Island
• Education, employment and opportunity • Health • Relationships • Priority is to make the highest standard	• Political, economic and social change • Wars and conflicts • Technological development • Environmental awareness • Need to have the ability to adapt	• Population composition • Technology has made life easier • Rebound ability • Need to actively manage change and future
Black Group		
Personal	World	
• A lot of people have come from elsewhere to live here • Got married ,had children • Family oriented • Children going away for school • Isolation for families • Parents educated elsewhere • Gap in population structure	• Economic cultural and social events. War immigration, soldier settlers • Advances in technology • Space exploration- sputnik • Terrorism is a new form of war • Environmental movement • GM/BSE food safety, chemicals,	• Economic events/quality of life both positive and negative • Power technology and communications • Closure of the mine.

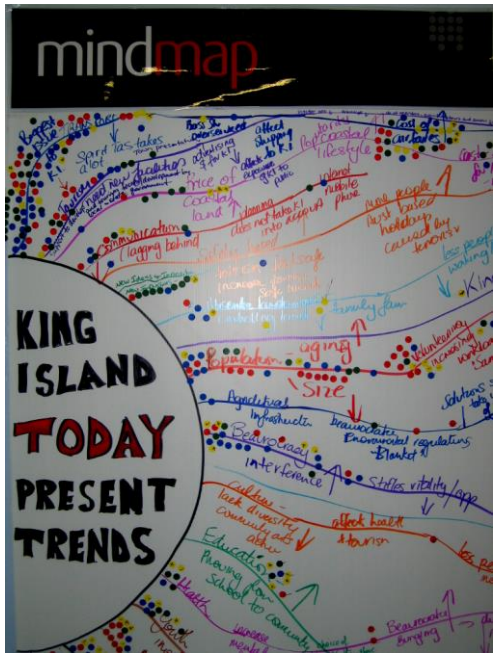
	contaminants. • Economic development policy, soldier settlement, economic rationalism, market forces	
Gold Group		
Personal	World	King Island
• Cycles of life • Coming and going from the Island • Sense of community • Raising families • Knowing where we want to be • Feeling of isolation	• How we are not so isolated now • Wars – soldier settlement • Globalisation • Communications changing, telecommunications • Computer revolution • Transport- no planes- all planes • Global economy fickle markets in tertiary and primary industry	• Electricity in the 1980's improved quality of life • Soldier settlers opened up KI made all areas accessible • Mining made an impact on the population • Infrastructure, health education and roads • Sealing of roads • Ship better transport • Value adding of products • Skilled workers • Increase in population • Lifestyle • King Island name • Tourism



Focus on the Present

Participants were also asked to bring along a newspaper clipping or article on an issue or trend that was affecting King Island today. They were discussed in stakeholder groups.
Then the conference moved to build a shared view of present trends affecting King Island today.
A group brainstorming exercise called mind mapping created a picture of the trends. When the map was complete the participants voted and identified the most important trends which are detailed below

Present Trends affecting King Island today from the mind map.



1) Transport
Increasing costs and uncertainty of shipping and airline services.
Score 120

2) Bureaucracy
Increasing inappropriate interference and cost shifting. Decreasing common sense.
Score 51

3) Population
Aged population is increasing and the productive population is decreasing. Increase in newcomers.
Score 49

4) Cost of living
Increasing cost of living. Everything across the board over and above the freight costs.
Score 32

5) The King Island Way
(social way), increasingly precious
Score 28

6) Infrastructure and Utilities.
(Public assets).

Decreasing quality, increasing costs of development and maintenance.
Score 27

7) Coastal land ownership.
Decreasing access, increasing public liability costs, increasing recognition of value of assets.
Score 24

8) Tourism.
Increasing from a low base. Increasing costs on infrastructure. Growing recognition of the importance and value of tourism. Score 20

9) Environmental management.
Increase in awareness of the need for sustainable environmental management. Decrease in resources to do it properly. Increasing costs of environmental management – legislative interface. Responsibilities not clearly defined and agreed. Score 18

10) Health care.
Increased reliance on health services. Lack of choice between Victoria or Tasmania. Increase in quality of local health services and care. Score 17

11) Communication.
Score 13

12) Young people.
Score 9

12) New ideas and innovation.
Score 9

13) Education.
Score 7

14) Control of land ownership.
Score 6

15) Industry.
Score 5

16) King Island separate territory.
Score 1

16) Culture.
Score 1

17) Brand awareness.
Score 0

Focus on the present cont'd

Discussion on present trends:

After developing the mind map participants met in stakeholder groups to discuss the trends. They were asked to note three trends of importance to their group and describe what they were doing about the trend and what should be done.

The stakeholder groups then developed three hard questions raised by the mind map that should be answered by the end of the conference. The result of this work is set out below

Transport stakeholder group

1. Securing a future service
   - Shipping, partnership agreement between KI Council and State Government, KI shipping group, Port authority.
   - Not addressing community concern on cost
   - Ongoing talks
   - Awaiting government response
   - Needs to be more cost focused
   - No contingency plan
   - Size of planes is an issue with air services.
2. Cost increasing
   - Freight costs? Is it all attributed to freight?
   - Intra State freight equalization
   - Should be part of the National Highway system. Air fare assistance, Shipping (compared to Tas. service i.e. Spirit of Tasmania)
   - Capacity flat

Sport, Recreation & Culture stakeholder group.

- Transport costs inhibit development and participation.

We are doing the following to address this trend.

- Volunteers raising money from the community
- Applying for government grants
- Seeking sponsorship
- Same people doing everything
- We feel we cant change the cost of transport
- Individuals inventing new ideas at own cost e.g. Sailors Haven
- Putting pressure on government to assist
- Monopoly on transport
- Getting more help from outside the community pocket
- Letting people know about us. E.g. 10 days festival forgot us.

- Volunteers pay community.
- Decrease in variety of AAS activities.
- Bureaucratic rules and regulations.
- Public liability costs stopped activities e.g. horse riding ,Naracoopa jetty, Badminton etc
- Increasing difficulty in setting up and maintaining activities.

Primary Industry stakeholder group

1. Transport long term reliability. Guaranteed shipping service from State Government.
2. Bureaucracy : Environmental management, unrealistic expectations
3. Population : (Ageing)
4. Infrastructure & utilities
5. Attractive for young families Alternative industries and value adding

Secondary & Tertiary Industry stakeholder group

- Transport
- Population
- Bureaucracy

Business & Commerce stakeholder group

Population:
In order for population to increase business opportunities must be created
A climate for business to be fostered
Opportunities for people to live here
Transport:
Transport constraints
Freight equalisation inequity
Opportunities for less than a container unit are a challenge for small to medium business. Should be available.
Population:
What are we doing? A new factory (UHT) the asset of the Island. We brand for King Island. Ballarat and Clarendon. Refurbishing Grassy.
What should we focus on more? How do we create more living opportunity? Support business in growth? Maintain and improve services.

Community stakeholder group:
Increase in youth leaving King Island to increase education

- Increase in youth boredom. More social services e.g. counseling.
- Lack of leadership in Youth

Health, Education and Community stakeholder group

- Increasing quality of health services
- Decreasing choice
- Increasing reliance on health services

What are we doing?

- Health and well being is identified in the State Partnership Agreement
- Working continually with the community & government to maintain and improve health status and services

What should we focus on?

- Increase canvassing

- Continued vibrancy of local government working together to maintain services and maintain health status.

Cost of living is increasing
Not really complaining but King Island is caught in bind to support local industry and don't always acknowledge support in kind. Zone B allowances. Transport is a big issue. Getting professionals on and off the island. Getting people in need of services on and off the Island

Infrastructure and environment stakeholder group:

- Influence on infrastructure and environmental management by bureaucracy. Need to meet more and do more to understand State & Federal views. Solve this and things should be easier.
- Cost of maintenance for tourism and population. Have built tip, sewerage and done road works.
- Use of land
- Have started fencing and land usage.

Council & Governance stakeholder group

1. Bureaucracy
2. Population
3. Infrastructure including energy pricing/costs, transport.

What are we doing now?

Bureaucracy.

- We are finding it difficult to fit in with the King Island way and capacity to afford impacts on lifestyle now – ongoing dialogue now (10years)
- Partnership agreement negotiations.
- Engaging Cradle Coast Authority for an advocacy role

Need to focus on:

- Working on getting a greater critical mass & united front re particular issues affecting different groups. Council's responsibility to try and facilitate this.
- Getting idea across that one size legislation does not fit all.
- Progressing the partnership agreement

Infrastructure.

- The wetlands sewerage treatment plant

- Wind generators
- Talking to the West Australian Government re port issues
- The tip site / waste management developments
- Review of strategic plan & planning scheme

Need to focus on:

- Compliance with environment requirements and protection of the clean green image.
- Continue to support wind generation which will save $$$ and image.
- Increase Council/community understanding
- Results from the Search Conference
- Links to the world through Council

Electricity Prices.

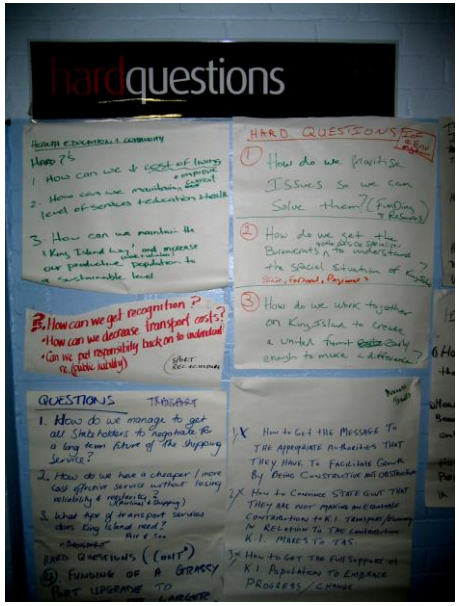
- Talks to Cradle Coast Authority and Region North

Need to focus on:

- A submission on power parity in conjunction with Flinders Island , Region North & Cradle Coast.

Mobile phones

Hard questions



Secondary and tertiary industry stakeholder group.

Transport: How to ensure security and install a competitive pricing structure?

Bureaucracy: How to make bureaucrats accountable for their decisions?

Population: How to make it attractive for labour to relocate to King Island.

Council and Governance stakeholder group

How can the community adopt and accept some areas of change?

Are we (the group at the search conference) prepared to change, contribute , help ourselves, work together?

Primary Industry stakeholder group

How are we going to get the State Government to guarantee shipping?

How are we going to get common sense and local knowledge into political regulations – scale costs?

How do we attract productive people to the Island?

Secondary and Tertiary Industry stakeholder group.

How do we get through to bureaucracy?
How do we get through to the bureaucracy that their rules contradict common sense?
How do we get young people to accept their responsibility in the community?

Tourism Stakeholder group.

How do we ensure King Island meets the expectations of visitors as advertised?

How does King Island maximise the tourist dollar return?

How do you get the King Island community to recognise and embrace the value of tourism?

Infrastructure and Environment stakeholder group.

How do we prioritise issues so we can solve them? (Funding & resources)

How do we get the bureaucrats and other outside specialists to understand the special situation of King Island?

How do we work together on King Island to create a united front early enough to make a difference?

Health Education and Community stakeholder group

How can we lower the cost of living?

How can we maintain and improve the current level of services in education and health?

How can we maintain the King Island Way and increase our population to a sustainable level?

Sport, Recreation & Culture stakeholder group.

How can we get recognition?

How can we decrease transport costs?

Can we put responsibility back onto individuals? (public liability)

Transport Stakeholder group.

How do we manage to get all stakeholders to negotiate for the long term future of the shipping service?

How do we have a cheaper more cost effective airline and shipping service without losing reliability and regularity?

What kind of air and sea transport services does King Island need?

How do we fund a Grassy port upgrade to accommodate larger vessels servicing Tasmania?

How do we become part of the National Highway system?

Business and Commerce Stakeholder group.

How do we get the message to appropriate authorities that they have to facilitate growth by being constructive not obstructive?

How do we convince the State Government that they are not making an equitable contribution to King Island's transport and economy in relation to the contribution King Island makes to Tasmania?

How do we get the full support of the King Island population to embrace progress and change?

Focus on the present cont'd

Prouds and Sorries

After asking the hard questions it was time for the stakeholder groups to own up and say what they were most proud of achieving and where they could have done better. Perceptions of both good and bad issues need to be visible so people can take responsibility and get beyond complaining and blaming. The rule for this exercise is to own the issues and not moan about them.
The prouds and sorries worksheets from each stakeholder group are set out below

Prouds	**Sorries**
Health Education and Community Services Stakeholder Group	
• Facilities • Commitment to community • Proactiveness • Community spirit • Level of quality of services • Ability to meet new demands • Proud of our uniqueness • Partnership approach • Proud of our acceptance of change • Economic contribution	• Judgmental of those who don't fit the King Island Mould. • Same people volunteering all the time. • That we put up barriers if we think people are not going to stay. • That we have to work so hard to survive and enjoy
Prouds	**Sorries**
Governance and Council Stakeholder Group.	
• Communicating with community through the Search Conference and proud that the community has taken	• Loss of Naracoopa jetty • Limited slow progress to ensure electricity pricing

up the invitation. • King Island image and name recognition over recent years internationally • Ability to engage with other levels and government agencies	• State not recognising its responsibility and ownership of major arterial transport issues.
Tourism Stakeholder group	
• Friendly people • Lifestyle • Progress • Environment • Lack of crime • Produce • Security • Tourist Association • Lighthouses • Beaches • Wildlife • Events • Imperial 20 • Wind farm • Clean green • Cheese • People, Lifestyle • Products • Environment	• Costs • Cost of living • Decline in activities • Road kill • Access • Roads and signage • Pollution, tip and coastal • Service • Drink and alcoholism • Public transport • Public toilets • Sea food restaurants
Prouds	**Sorries**
Primary Industry Stakeholder Group	
• King Island Way • Proud of the way the survival instinct is installed in the business and community • Proud of our quality produce and reputation	• Not enough employment opportunities for people in our community. • Road kill (kangaroos and possums) • Sorry our Council does not operate like a rowing eight
Infrastructure & Environment Stakeholder Group	
• Environmental activities and achievements	• Shutdown of businesses

• Reputation for King Island • Uniqueness of King Island lifestyle and nature • Innovative • Quality of lifestyle • Being here	• Lack of support from State and Federal Government. • Lack of funding to sort out environmental issues like feral cats, crows and weeds. • Appearance of disunity • Impact of wild life on environment
Secondary and Tertiary Industry Stakeholder Group	
• Global perception of the quality of King Island Produce • Success of unique kelp industry • Ability to value add on primary industry here on King Island	• Closure of UHT plant • Closure of Grassy Mine • Early loss of king Island natural attributes e.g. forests, seals, sea elephants
Sport Recreation and Culture Stakeholder Group	
• We are proud of our volunteer clubs • Imperial run, museum, race club, boat club, football, drama club, field nats, accredited sport coaches, SAKI • Our islands talented people	• For personal cost incurred when furthering talent to higher standards • No obvious awareness of Island's culture - not exposed. • People are choosing unproductive recreational activities e.g. drugs/drink and sorry about the pokies.
Prouds	**Sorries**
Transport Stakeholder Group	
• Representation from all stakeholders(shipping working group) • Securing REX after Kendall • Good Victorian transport links (Moorabbin & Tullamarine) air and shipping.	• Lack of government ability to take the lead. • Lack of progress • Limited transport links to Tasmania impacting on business & education. No through service.
Community Stakeholder Group	
• Freedom • Trust	• Limited opportunities • Stifled new ideas

• Friendliness	• Even community commitment
Business and Community Stakeholder Group	
• Involved in education • Cloud juice • Entrepreneurs • Ballaratt and Clarendon college • Our brand • Junior sailing programme • Growing awareness of environmental concerns. • Volunteering services • Accepted by King Island community • Identification • Landscape • Sense of community that exists • Security	• UHT closure • Costs of coming to King Island • People missing opportunities of our island • Monopolies – duopoly • Our relationship with the State Government is not better. • Lack of co-operation & understanding from State Government.

Focus on the Future

Future Directions and Values

The next part of the conference was an exercise in creative dreaming about the future of King Island. Whole system groups were asked to imagine a future they could commit to and would be proud to pass onto their successors.
The groups put themselves 10 years into the future to December 2013 and visualized their ideal King Island which they described through creative presentations.

Although high theatre followed the presentations described a future that was:

- Feasible – it could be achieved
- Desirable – people would want it to happen
- Motivating – people would work to make it happen

During the presentations participants noted common themes, good ideas and values which were written on pieces of paper and posted on the futures wall.

This activity revealed the common ground shared by the whole conference for the future of King Island.
The themes, ideas and values were then grouped and prioritised.

The summary of this work is set out below.

Future Directions summary

Direction	**Priority**

Improve access to the Island	60
Improve and strengthen intergovernmental relations and understanding	52
Power price parity	45
Improve opportunities for youth	36
Value adding	35
Manage and improve tourism	34
Utilising and conserving natural resources	33
Importance of King Island brand	31
Education and training for all ages	29
Health services responsive to community needs	27
Increased population	25
Sustainable agriculture	22
Diversification of recreation and leisure activities	16
Quality products for local markets	12
Township development	4
Industry development	4
Parity in technology	2
Coastal access	1
Community development officer	1
Progress and growth	1
Infrastructure improvement and development	0

Future directions detail

Quality products for local markets: score 12

- Fresh produce
- King Island producers
- Market garden
- Being self sufficient

- Local produce

Sustainable agriculture: score 22

Value Adding: score 35
- Value adding products
- Value adding
- Value adding
- Value adding quality produce
- Value added agriculture and industry
- Healthy produce

Increased Population: score 25
- Population
- Population circa 4,000
- Population growth
- Population growth
- Population

Utilising and conserving natural resources: score 33
- Environment sustainability
- Coastal access
- Sustainable environment “the King Island Way”.
- Recycling
- Environment
- Protection of environment

Importance of King Island Brand: score 31
- Clean green
- Maintain quality

- Clean green local produce
- Preserve our quality name
- Sustainable industry
- Safe and trusted atmosphere

Health Services responsive to community needs: score 27
- Health
- Health choice of service
- Health and well being
- Maintaining standard of living
- Community centres

Power price parity: score 45
- Power parity
- Power
- Parity of cost
- Price parity for power
- Electricity

Manage and improve tourism: score 34
- Tourism building on Island brand
- Increase in eco based tourism
- Tourism
- Tourism
- Tourist facilities
- Sustainable tourism
- Tourism infrastructure, community and business
- Adventure tourism
- Resorts
- Tourism
- Entertainment for tourists

Industry development: score 4

- Supporting new industries
- Growth of commerce
- Development of industry sectors
- Industry diversity
- Employment
- Opportunity for employment for our community
- Industry / business booming
- Community bank
- Economic sustainability
- Diversity of industry produce

Progress and growth: score 1

Township improvement: score 4.

- Mall
- Needs to be attractive to potential residents
- Mall

Improve access to Island: score 60.

- Improved and varied transport
- Connecting to national highway
- Aviation
- Ferry service
- Transport options
- National highway system
- Roll on roll off ferry
- Cost and access parity with Tasmania.
- Better access to the Island – national highway policy
- Shipping service, roll on roll off twice weekly, tourism.

Diversification of recreation and leisure activities: score 16.

- Sport and recreation
- Sports facilities
- Community facilities
- Multi cultural centre
- Arts/culture
- Entertainment centre
- Entertainment
- Culture and arts

Improve and strengthen intergovernmental relationships and understanding: score 52.

- Governance relationships
- Local involvement in decision making
- No state government: 2 tiers of government
- Increase communication between State Government and the community
- Government to recognise uniqueness
- Government communication
- Group and community co-operation (health education marketing)
- Rationalisation of levels of government
- Decentralization
- Consultation no dictation

Parity in technology: score 2

- King Island radio
- Technology communications
- Technology
- Innovation

Education and training for all ages: score 29

- Rural university

- Expanded education facilities
- Education
- University
- Education
- Learning centre education
- Year 11 & 12
- Further education
- Education

Infrastructure Improvement and development: score 0
- Equity of infrastructure

Improve opportunities for youth: score 36
- Youth
- Opportunities to come back

Community development officer: score 1

Coastal access: score 1

Values

Summary

1. The King Island Way
2. Quality
3. Sustainability
4. Working together & community involvement
5. Can do attitude
6. Commonsense approach
7. Diversity
8. Friendship, honesty, commonsense
9. Sense of community valuing our youth
10. Equality

Value	**Priority**
Sustainability	39
Flexible opportunity	0
Choice (health & governance)	5
Diversity	19
Entrepreneurship / imagination	4
Pride(in King Island values and products)	2
Prosperity	2
Respectful of community	3
Maintain a caring community	7
Sense of community	15
Community participation	1
Value	**Priority**
Community involvement	26
Involvement	0

Valuing our youth	15
Certainty	0
Sense of humour	1
Community co-operation	0
We are King Islanders	1
Welcoming	3
Working together	26
Affordable	2
Common sense approach	21
Initiative	1
Encouragement	0
Friendliness & friendship	8
Inclusiveness	1
Local knowledge	7
Friendship honesty and common sense	16
Maintain and improve quality across all areas	12
Quality not quantity (tourism)	17
Quality products	3
Quality produce	1
Maintaining Island produce quality	41
Quality friendliness	1
Individuality is recognised	
Independence	5
Creativity	7
Value in the effort of individuals	1
Family support for patients or students	3
Optimism	2
Value	**Priority**
Security	5
Innovation and energy	0
Safe and supportive environment	1
Trust & security	4
Work partnership	2

Can do attitude	23
Trust	1
Responsibility	2
Resilience	3
Motivation to achieve	4
Cooperation	7
Reputation and image	1
Access to beaches	20
Preserving the King Island way	42
Sense of place the King Island Way	1
Preservation of lifestyle and environment	23
“King Island Way” lifestyle	0
Lifestyle	1
King Island way	0
Value uniqueness	0
King Island way beach freedom lifestyle friendliness	0
Conserve lifestyle	0
Equity	2
Sustainable	22
Equality	0
Transport & equality	14

Vision Statements

The whole system groups then worked on developing a vision statement for King Island that encapsulated the future directions and values. Their statements are set out below.

Red Group

King Island a great place to live work and play

King Island – A community of unique opportunities and a great place to live ,work and play.

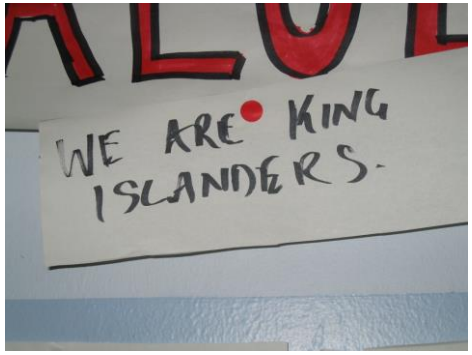
A creative island of unique lifestyle, opportunity and a safe sustainable environment.

A community of unique opportunities, lifestyles and environment.

Gold Group

An educated and skilled, financially viable, progressive, safe, healthy, innovative, accessible and united community: is the King Island Way forward

Green Group



The King Island Way –

A vibrant wonderful place to live where people work together and that is environmentally and economically sustainable.

Blue Group
We envisage King Island to have an increasing population that is inclusive, vibrant and progressive, sustainably managing our industries and environment.
Silver Group

The King Island people working together to continually improve access to an affordable lifestyle and sustainable industry.

Black Group

A prosperous and progressive community that values and promotes its unique Island qualities.

Yellow Group

To preserve and improve the “King Island Way” including freedom of opportunities community friendship, personal and industry security in an environmentally sustainable way appropriate to King Island

White Group

King Island will embrace progressive sustainable growth while retaining the quality and natural and community values embodied in the King Island way.

Action Plans

The final part of the conference dealt with action planning which began the process of making the future happen. Participants formed teams around the future direction they wanted to work on and addressed the following questions:

- What issue opportunity have you chosen to advance?
- If you do very well what is your achievable ideal for King Island by 2013?
- What good things are happening now that you can build on?
- What has to change to help you reach your ideal future?
- What must be happening within a year?
- What groups need to be involved?
- Who commits to advance the issue?

The action plans are set out on the following pages

Future Direction: Population

Team members
Michael McGowan, Caroline Kinninmonth, Roger Banfield, Guy Barnes,
Rod Graham, Steph Graham.

Achievable ideal: 3,300 people by 2013

Good things happening now to build on:

- People looking for affordable coastal land.
- Younger self funded retirees wanting an affordable safe community lifestyle.
- Bringing in $$ and mixed skills
- Good healthcare
- Tourists who stay
- Good Island image
- Down shifters
- Clarendon College
- Unskilled work available
- Naracoopa mines

What has to change to reach the future ideal?
- Make more coastal and semi agricultural land available.
- Zoning in planning schemes, coastal, industrial blocks, house blocks, semi agricultural.
- Better access, aircraft and boats
- Confidence in academic / social education past year 10.
- Development officer to coordinate, provide information and support.
- Positive can do attitude and less red tape.

What must be happening in a year?

- Appoint a community development officer with a can do attitude.
- Review zoning issues and get a better understanding by the community of the value of Coastal land.

- Develop an economic argument to seek Federal Government National Highway funds.
- Power pricing parity to support industry.
- Less or no rates for families with more than three children.

<u>What other groups should be involved?</u>

- Council
- State Government (to address power pricing)
- Federal Government (for national highways)

Future Direction: Transport

Team members:
Noel Hunt, Margaret Batey, Rod Mcgarvie, David Bowden,
Graham Batey, Marj Wellman, Greg Morris, Michael Cross, Ted Weitjens, John Zanders, Robbie Payne, Neil Graham, Wendy Barratt.
Achievable ideal: Improvement in transport
Air:
Tasmanian links, reliability, costs, size capacity through service.

Issues:
Shipping:
costs, security of contract, flexibility of quantity, reliability, communication (lack of) , container pallet issues, lack of choice, speed, efficiency.
Port facilities: need to look after wharf facility, roll on roll off service? Tourists can't be on the same boat as cattle / stock. Need to look at alternatives.
Business issues need more contingency plans due to inability to deliver.
Improve infrastructure to accommodate different more effective vessels.
Fuel costs.Unusual or over sized loads.

Achievable ideal by 2013
- Linked to Australia & Tasmania by the National Highway scheme
- Direct trade with Tasmania
- Through link (air and sea) Melbourne to Tasmania.
- Airfare assistance for as long as there are no other alternatives.
- Port facilities upgraded to accommodate a range of vessels.
- Ferry service
- Flexible freight service for quantities, unusual loads, contingency plan established.
- Airport upgrade to accommodate larger planes

Good things happening now to build on:
- Current shipping service is regular and has adequate/ good capacity which can be built upon
- Good mainland links to Victoria
- Links to Melbourne by air are good. Need to build on link to Tasmania.
- Flexibility into the future
- Lines of communication are open
- Working parity with all stakeholders. United.
- High community awareness that this is an important issue.

What has to change to reach the future ideal?

- Port facility at Grassy that will handle a wide range of vessels
- Port facility upgraded
- Change of government attitude to recognise our isolation and need for equity.
- Inclusion in National highway system for airfares and shipping
- Flexible freight handling capacity
- Competition of freighters.

What must be happening in a year?

- Feasibility study of upgrade of port facilities (Grassy) to accommodate a range of vessels, including ferries
- Political lobbying with a united front on the National highway and the Port upgrade
- Establish a contingency plan to cope with service disruptions

What other groups should be involved?

- Local Government supporting the process of feasibility study for port upgrade backed by shipping group, ports and wider community.
- Community lobbying to politicians both State and Federal for national highway
- Concerned individuals
- Council / councillors
- KIRDO
- Tourist Association
- TFGA
- Education Department
- Industry
- Health
- Lobbying group dedicated to the cause - UNITED FRONT

Future Direction: Health & Well Being Responsive To Community Needs

Team members: Larraine Nievaart, Cynthia Stellmaker, Judy Walker, Sarina Laidler, Anna De La Rue.

Achievable ideal by 2013

- Flexible health service based on evidence based practice.
- Healthy active and informed community to encourage self management and local decision making.

Good things happening now to build on:

- Good partnership arrangements within the confines of bureaucratic restraints with University, Div GP, School, KIC.
- Access to tele-health
- Resident professionals
- Work in a community development model
- Pro active community forming partnerships with school and uni.
- Strong volunteer base
- University teaching site
- Health and well being as part of a State partnership agreement

What has to change to reach the future ideal?

- Our ability to access and use health data to provide an evidence base.
- Attitude change to support local decision making
- The way in which the funders of services are viewed on King Island
- Community view of health and well being

What must be happening in a year?

- Community health needs analysis
- Deep and meaningful talks with bureaucrats
- Actively engage Council in discussions about a holistic approach to health and well being
- Both parties need to continue support of partnership agreement
- Review MOU agreements with visiting services
- Consolidate and prioritise preventative health programs
- Continue to nuture and support volunteers

What other groups should be involved?

- Volunteers continue to participate and learn.
- University needs analysis, education.
- Division of GP – education, data, service provision

- King Island Council, partnerships, actively pursuing outcomes of search conference
- King Island community, consultation and self management of health issues.
- Health workers local and off Island to support needs of islanders to better understand local needs – consultation – education – collaboration
- School collaboration
- Churches, commitment , participation
- Local paper
- Everybody

Future Direction: Education and youth issues.

Team members: Richard Minol, Janice Perry, Helen Perry, Joe Cooper, Sue Harvey Latham, Pam Fanning, Mark Newnham, Kath Hunter

Achievable ideal by 2013

- Pathways, expand King Island Tafe
- Off and on island support
- Tailoring education to meet individual needs
- Communicating involvement in early years, primary, secondary and tertiary education.
- Expand Adult Ed, farm bis, agriculture
- Well advertised educational opportunities
- Sister school
- Exchange program International and national
- Deliver online education globally
- Industry based exchange employees
- Developing communication , involvement, empathy, responsibility in youth
- Mentoring

Good things happening now to build on:

- KIRDO skills audit
- Duke of Edinburgh
- Youth affairs officer.
- School growing 260 and 100 VET
- Online education, KIRDO, currently 6 subjects KIDHS
- Exchange student programme
- Ballarat and Clarendon college, social interaction
- Anglicare rural reconnect programme.
- Youth group
- Green Corp
- Community involvement
- Y11 &12 education (fluctuates)
- Accredited ELC qualified staff
- KIDHS RTO accredited
- Ballarat, Clarendon and Hobart joining activities.

What has to change to reach the future ideal?

- Attitude
- Community Involvement
- Value our youth

- Value the facilities we have
- One computer for every two children
- Positivity

What must be happening in a year?

- Communication, inform community of what KIDHS, KIRDO, Youth clubs etc are doing.
- KIDHS, KIRO cooperation
- Skills audit
- Partnerships, all work together Youth Officer, KIDHS, KIRDO, BAC.
- Employment of fabulous youth officer.

What other groups should be involved?

- Anglicare, Rural Connect
- All tiers of Government for financial support
- School connection to community groups, lions clubs, sporting clubs.
- Kids involved in community decision making
- Connection of generations, integration of aged and youth.
- Youth advisory group

Youth Officer - big job

- Work with, contact and support post and year 10 unemployed group
- Run activities for youth – educational, social & recreational community services e.g. keep Australia clean
- Pathways, scholarships, work experience, farm bis
- Motivator, Inspiration, role model
- Mentor, liaison with community
- Liaison for youth with community and key stakeholders
- Maintain communication between community and youth
- Work within the school
- Research what and how they do things elsewhere, funding opportunities and networking.

Future Direction: Sustainable agriculture

Team members: Fred Perry, Boyd Hoare, Bob Cooper, Brian Crockett, Dennis Talbot, Kevin Crouch.

Issue: Primary Industry is the base of King Island .All other industries rely on its income.

Achievable ideal by 2013

In 10 years time the average production of beef could be 500 kg per hectare at 65cents /kg (present day value). This would double the throughput of the works. That flows onto employment, transport, retailing, and services.

Good things happening now to build on:

Some farmers are already achieving this level of production. We have a small benchmarking group already established which is pushing the limits of production. We have a good working relationship with other industries on the island.

What has to change to reach the future ideal?

In 2004 we need to expand Farmer Education to show that this increase is possible. Benchmarking in some form and DPI / consultant input will help to convince farmers that it is possible.

What other groups should be involved?

Fertiliser is the biggest input.

Price parity and transport security would encourage more productivity.

Future Direction: Managing and Improving Tourism

Team Members: Cherylle Gardiner, Ian Waller, Monica Harper, Hank Eedman, Les Honess, Angela Williams, Naomi Holmquest, Charles Arnold.

Achievable ideal by 2013

1. Achieve annual growth in visitor numbers of 10% over the next 10 years. (34 – 35,000)
2. Extend average stay on island from 3-5 nights.
3. Developed on Island experiences.
4. Developed on Island experiences.
5. Community and Local Government have embraced tourism as a value added industry
6. The brand King Island has been universally adopted by all King Island industries
7. Greater transport options – better aircraft

Good things happening now to build on

1. We have a strong tourism association
2. Awareness of the importance and value of tourism as an industry
3. Currently working on infrastructure development
4. Have a regular daily airline service
5. Have basic infrastructure needs
6. Have clean, green image and environment
7. Have security
8. Have friendly people
9. Have creativeness
10. Have durability
11. Have quality produce
12. Have brand awareness
13. Have effective regional and local partnerships

What has to change to reach the future ideal?

1. Develop and expand tourism experiences
2. Reinforce recognition of tourism

3. Identify and modify marketing activities, align tourism with other on-island industries
4. Re-establish visitor market out of Tasmania
5. Review tourism strategic and marketing plans
6. Provide a stronger, competitive access to King Island
7. Integration of other industries on Island into tourism
8. Greater involvement of operators in the industry – take ownership

What must be happening in a year?

1. Review tourism strategic and marketing plans in line with Search Conference 2003 outcomes
2. Encourage council to provide Industry and Community Development officer
3. Increase involvement of industry sectors in tourism association
4. Develop and implement visitor exit survey

What other groups should be involved?

1. Tourism Association recognises that for the industry to grow it requires the input from all government, industry and community sectors
2. Cradle Coast Authority
3. King Island Council
4. Industry Development Office
5. Tourism Association
6. All group members

Future Direction: Diversification of Recreational and Leisure Activities

Team Members: Alison Millson, Vern Philbey, Shirley Stebbings, Chris Barnett, Val McGarvie

Issue: We need a community development officer applying for grants and sponsorships.
We need a recreational officer to advance:

- Facilities, community – studio building, change-rooms – football
- Variety of activities – new
- 20-25 youth skills
- Recreational and leisure activities
- Quality and participation roles – little athletics
- Ease administration burden on the same volunteers

Achievable ideal by 2013

- To have all talent further advance to the highest ability, sports, drama, music, arts/crafts.
- Funding to assist facilities and make them affordable to all
- Public liability covers all groups
- Full participation in the variety of activities
- Different groups working under same umbrella for common goal

Good things happening now to build on

- School opening up facilities, art room, woodwork.
- Qualified and accredited football coaches (Barry Brooks) etc
- Main spectator sport.
- Netball coach
- Race club – Shaun H.
- Boat club, competes in Melbourne and King Island
- Imperial 20, international recognition
- Drama club – poetry prize
- Show
- China painters studio
- Tennis coaches
- Gun club
- Surf club
- Golf/squash courts
- Two swimming pools

- Field Naturalist club
- Walking tracks
- Yoga
- Day care centre, senior citizens
- Historical society
- Pony club
- Lone guides
- School band/tutorials
- Cards/bridge
- Cricket/juniors
- Sailors haven trial project
- Bowls –indoor/out
- Darts for ladies and men
- Gardening club
- Beef Steak and Burgundy club
- Youth Action group
- Book club

What has to change to reach the future ideal

- Funding for CDO and a recreational officer to co-ordinate and seek funding for all activity areas
- Support and participation of community
- Commitment from Cradle Coast, Council, Government.
- Consult and brainstorm with community as to new activities/facilities
- Put in a submission from all clubs to council requesting funding for CDO and review
- Public liability changed

What must be happening in a year?

- Appointment of CDO and Recreation Officer
- Public liability fixed

What other groups should be involved?

- Government, review public liability, commit funding, encourage participation through schools, promote healthy lifestyles, give incentive to sponsors
- Non-government, lobby, participate in funding
- Parents, to encourage and participate
- Sponsors

Future Direction: Improve and strengthen intergovernmental relations and understanding

Team Members: Roger Jaensch, Chris Porter, Judy Payne, John Daniels, Simon Boughey, Audrey Graham, Andrew Wardlaw, Jack Richards, Robyn Eades, Jan Van Rvisnyk,

Issues

- Greater autonomy and involvement
- Recognition of special circumstances
- Consultation and Resolution
- Government of the people, by the people, for the people
- Establish user-friendly resolution process
- Actions speak louder than words
- Foster open-door government
- Beaucratic understanding
- Present a united front
- Build relationships and trust

Achievable ideal by 2013

- Involvement, resolution, action
- Open doors promote understanding
- Build relationships and trust
- This issue is not on the agenda in ten years time
- Bass Strait Islands advocate in place, at ministerial or bureaucratic level

Good things happening now to build on

- Addressing the issues
- Partnership agreement
- Cradle Coast giving assistance
- Community involvement
- Search conference

What has to change to reach the future ideal

- Devolved responsibility needs funding and community input

- Devolved mechanisms
- Resolution action, not capitulation

What must be happening in a year?

- Create a platform and process to resolve outstanding issues
- Review the Partnership Agreement and make it more open
- Identify future issues
- Build on community momentum
- Review agency relationships
- Follow up conference outcomes

What other groups should be involved?

- Involve all S.I.G.S e.g. TFGA (united front)

Future Direction: Utilising and conserving natural resources.

Team members: Eva Finzel, Jenny Thorn

Issues to advance

- Coastal access and protection of coastal areas
- Compensation for protection and management of natural resources (water, geo-heritage sites, vegetation communities)
- Increase of protected areas on public and private land
- Protection of marine environment
- Monitoring of natural resources
- Salinity

Achievable ideal by 2013

- Good roads and trails to avoid erosion
- Education of people who use roads and trails
- Public recreation areas at ends of roads
- Create public access to areas of interest (Tufa Terraces) to direct people and protect area
- Financial compensation from government for preserving natural resources eg 'Locking up land'
- Productive input from experts to manage natural resources
- Commit resources (green Corps) to support land holders
- Have 2000 hectares of native vegetation protected
- Crown land existing in 2003 has been held, preserved and managed where feasible
- Ranger has enough resources (people and money) to manage existing reserves appropriately
- Forestry remains reserved as community enterprise and resource, leased for logging, plantations with appropriate management policies
- Marine environment is monitored regularly including estuaries

Good things happening now to build on

- Discussion on issues
- Coastal areas brochure
- Bitd counts
- People appreciate and use coastal environment
- Tax incentives
- Minimal reimbursement
- Existing interest of land holders

- Awareness of community and land holders of the need to protect rivers/remnants/natural resources overall
- Tasmanian land conservation purchases/devolved grant
- Discussion about marine parks
- Regulated diving and fishing
- Sewage wetland and decrease in pollution ie. Waste water group
- Salinity monitoring
- Counts and recording of threatened species
- Monitoring, mapping, trials
- Information NRMG/priority projects

What has to change to reach the future ideal

- Management of planning applications
- Zoning of coastal reserves
- Commitment from council and community to build and use roads
- Communication with all levels of government
- Have government accept conservation, natural resource management as an important issue and allocate funds accordingly
- Availability of experts
- Attitude of Forestry Tasmania to Pegarah State Forest must change
- Possibilities of ownership/management must be clarified
- Monitoring needs to be financed and established
- Funding must be found

What must be happening in a year?

- Clarify zonings, council/state/federal co-operation, include real estate people
- Lobby for increased tax incentives
- Continue to look for and access private and government funding sources
- Liaise with Green Corps and keep nagging government
- NRMG State/Federal Gov't/Council
- More pubic information
- Celebration of achievements
- Lobby State Government on crown land

What other groups should be involved?

- DPIWE

- Forestry Tasmania
- Parks and Wildlife
- NRMG
- Land Corp
- Australian business
- Fisheries Department

Close

At the end the participants sat in a circle to discuss their thoughts on the conference.
The following comments provide a good summary of the feelings in the room.

- I enjoyed myself
- Don’t let it all be filed away
- We are united with the same energy and enthusiasm
- GO King Island
- King Islanders have the skills and knowledge to plan our future
- I had reservations about the conference but now have the goals and we must make it happen
- Despite our differences we have come to consensus
- I learned a lot
- Made me realise I had made the right decision about coming home
- If we are not already living in heaven on earth then we soon will be.

THOUGHTS FROM A KING ISLANDER AWAY

King Island Future Search Conference

"Your Future.....Our Future"

Get a bee in your bonnet about our future

Friday December 5th to Sunday December 7th 2003

Participant's Workbook

Welcome.

Over the next few days we will focus on the future of King Island

We have chosen a Future Search Conference to do this as it is a highly participatory process which allows many voices and points of view to be heard.

To be here is testimony to the fact you wish to participate and play a role in guiding the future of our Island.

We thank you for your participation and entrust this Conference and its outcomes to you.

Mayor and Councillors

King Island Council

Essential Information

Dates & Times:

Friday, 5th December
Commencing – 1.00 p.m. sharp
Finishing - 5.30 p.m.

Saturday, 6th December
Commencing - 9.00 a.m. sharp
Finishing - 5.00 p.m.

Sunday, 7th December
Commencing - 9.00 a.m. sharp
Finishing - 12.30 p.m.

Location:

Town Hall, Currie

Dress:

Casual, comfortable

Catering:

All meals will be provided except for lunch on Friday and Sunday.

Your Commitment to Availability:

This is not the sort of workshop where you can come and go. Your group will need you to be with them throughout the day. Please clear the decks and leave the mobile phone in the car.

Important Please Bring:

1. An object that in your judgement describes the future of King Island.
2. A photo, news clipping or magazine article that in your view reflects a current trend or development that is influencing the future of King Island

Your working Groups

During the conference you will be working in two groups

1. Your stakeholder group, this is written on your name badge.
2. Your whole system group. On your name badge is a coloured dot. When asked to work in whole system groups find the other participants with same coloured dot on their badge.

To prepare for the Conference……

Think about the story of King Island

Before coming to the workshop think and make notes on the key events, milestones and turning points in the history of King Island. Make notes on why the developments were important and what they meant for you, the State and the Island.

The King Island Story

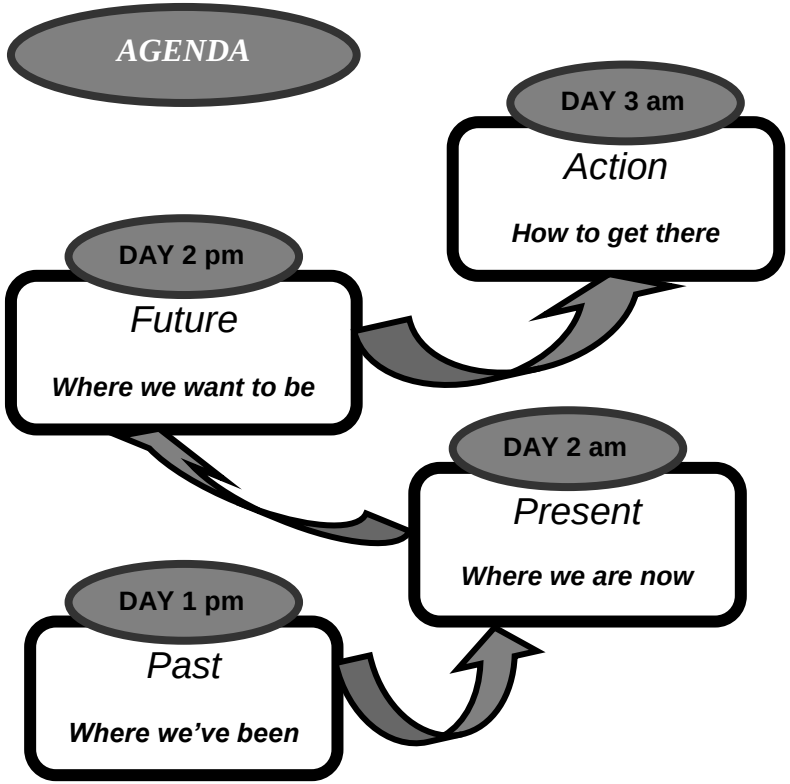
Notes

My Main themes:

Community Spirit:	big positive, stable
Nature:	positive, slowly improving
Industry:	Positive, volatile, a few key performers
Tourism:	underdeveloped, slowly improving
Historic Value:	rich for maritime and farming, stable
KI Marketing:	quality for products, volatile for tourism
Funding/Relationship with State Government:	poor, not improving

King Island Future Search

This is the agenda for the conference.



And these are the Ground Rules we'll operate under

- All ideas are valid
- Everything goes on flip charts
- Listen to each other
- Observe time frames
- Seek common ground and action
- Don't work problems and conflicts

Our Working Agreement

Conference Managers	Conference Participants
Bob & Lynda will: • Manage the process • Stay out of the content • Help large group discussions	Participants will: • Provide the content (information & meaning) • Self manage the small work group sessions • Provide future directions and action plans

A guide for self managed small group discussions

Divide the work as follows and take turns.

- Appoint a discussion leader to make sure the person speaking is heard and to keep the group on track.
- Appoint a timekeeper to make sure the group finishes on time. Monitor the time taken in discussion and presentations. Let the group know how much time is left
- Appoint a recorder to write the group's output on to flip charts. Always use the speaker's words. It's OK to ask the speaker to clarify what they mean.
- Appoint a reporter to deliver the group's report to the conference in the time allocated.
- **Always write your group name and the matter under discussion on the top of every worksheet.**

To Begin……
King Island "Your Future …. Our future"

In your Whole System Group

Self manage: Appoint team leader, time keeper, recorder and reporter

Timing: 15 minutes discussion

Task:
Discuss the object you brought along and explain why you think it describes the future of King Island.

As a group choose the one you want to share with all conference participants.

Choose a reporter to make a brief presentation to the conference on the reasons for your group's choice.

Put all the objects in the King Island Gallery area.

Look at the Gallery. Think about the objects and stories.

Share your thoughts and observations.

Thoughts & observations on the King Island Gallery

An object that in your judgement describes the future of King Island.

Beaches / Shoreline (e.g. "lonely footprints" in front of great waves & sunset):

- For Tourism:
  - Richness of KI Maritime History
  - Have a beach to yourself
  - Strong image of nature

KI food platter with KI label visible:

- For Local Producers:
  - Quality image
  - Built on strong marketing history

Crayfish (in snorkelers hand):

- For Local Producers:
- For Toursim:
  - Represents a rich and plentiful fishing environment
  - Quality food
  - Mix of nature, maritime and gourmet food

Focus on the Past

Purpose: To develop a joint picture of our world, values, and history.

1. Alone, make notes on the key Personal, World and King Island events or achievements that represent milestones or turning points.
2. Use a felt pen to transfer your notes to the Personal, World and King Island sheets on the wall.

PERSONAL MILESTONES IN LIFE, FAMILY & WORK.

What you did? Why Important?

Pre 1970 _____

1970 – 90 _____

1990 to now _____

THE PAST (continued)

GLOBAL EVENTS

What Happened? Why Important?

Pre 1970

World Wars:
- the Soldiers' Settlement scheme

1970 – 90

OPEC Oil Crisis:
- Triggered the focus on alternate energy sources

1990 to now

Global adoption of the Internet and email:
- World wide access to markets
- Communication across national boundaries
- Tele-working

Globalisation:
- World wide access to markets
- World wide competition from other markets

Global expansion:
- Period of excesses and wastage

Global contraction:
- People search for Job security

Terrorism:
- People searching for Personal and Family Security
-

THE PAST (continued)

KING ISLAND EVENTS

What Happened? Why Important?

Pre 1970

KI was visited by the French, claimed by the English:
-

Sealers wipe out sea-elephants:
- first of ??? rare/uncommon species lost to KI

Story of the shipwrecks and building of the lighthouses:
- rich local history -> books, landmarks
- interesting diving

KI formally part of Tasmania:
- fundamentally negative impacts on travel, funding, shipping,…

Establishment of churches of various denominations:
- community focal point for many

Soldier Settlement Scheme:
- development of the farming environment
- loss of native forrest

Establishment of shipping services:
- transportation to/from for local businesses/farmers/fishermen

Establishment of airline services:
- transportation to/from for local businesses/farmers/fishermen/tourists

Establishment of KI Abattoirs:
- strong employer (direct and indirect)
- quality product exporting to fussy market

Establishment of KI News / KI Courier:

- community focal point for King Islanders

Establishment of various Sports Associations/Clubs:

- strong sense of sport / outdoor / community

1970 – 90

Grassy mine closing:

- large population loss
- only traffic light goes out of operation

Establishment of hospital and units for the elderly:

-

Resurrection of King Island Cheese Factory:

- marketing of KI products (and therefore KI) Australia-wide to the more affluent
- positioning of KI products (and therefore KI) as “up-market” and “natural quality”, “gourmet”
- solid employer
- local pride
- ripple-effect for other KI products/tourism

KI Tourism positioned as “the great escape”:

- marketing of KI as “natural”; “stress-free”; “only your footprints on the beach”

1990 to now

Resurrection of Grassy township:

- marketing of KI as ?

KI theatre group productions:

- sense of pride
- positive impact for the community spirit

KI Imperial 20:

- marketing of KI as healthy

Wind Generators:

- environmentally-friendly power generation

KI joined the Cradle Coast Authority:

- negative (have to negotiate at two levels; the least linked of the Authority members)

Collapse of Ansett:

- greater isolation of KI
- negative impact on tourism and other local business

Mobile phone system:

- greater security and connectivity between residents

Focus on the Past "*The past is prelude…"*

In your Whole System Group

Purpose: Identify past themes, patterns and connections important to understanding our present situation and future.

1. **Self-manage:** Decide on leadership roles for your group.
2. **Write all thoughts** on flip charts.
3. **Label flip charts with heading "past themes"**
4. **Each group** views our history from a **different perspective**.
   Discuss and prepare a **three minute** summary report.

GROUP ASSIGNMENTS

Personal

a. What story does the **personal** timeline tell about the people in this room?
b. What are the implications for the future of KING ISLAND?

Global

a. What story does the **Global** timeline tell us about past?
b. What are the implications for the future of KING ISLAND?

Local

a. What story does the **KING ISLAND** timeline tell us about our past?
b. What are the implications for the future of KING ISLAND?

What connections and patterns do you see?

Reports are due at _____

Notes…

To Begin……..Present Trends affecting our Future

In your Stakeholder Group

Purpose: To build shared views of the world we live in and the trends shaping the Island's future.

Self manage: Appoint team leader, scribe and reporter

Timing: 15 minutes discussion

Task: Discuss the articles or newspaper clippings that you have brought along. Describe how it describes a current trend or development that is shaping the Island's future.

As a group choose the one you want to share with all conference participants.

Choose a reporter to make a brief presentation to the conference on the reasons for your group's choice.

Put all the articles and clippings in the Gallery area.

Look at the Gallery area. Think about the objects and stories.

Share your thoughts and observations.

My Notes.

- Time is more precious than ever before (particularly for the dual-income family living in a city)
- Escape is what people search for
- Communications, free trade,… all leading to a global market that is increasingly accessible

GLOBAL TRENDS

Globalisation:

- Anyone can buy or sell anything anywhere.

Universal access to information:
- Most people have access to the internet, with unlimited information and intelligent search tools they can swiftly find what they are looking for.

Outsourcing:
- Companies are focussing on their core-competencies and areas of greatest added value, and letting suppliers look after their IT, Finance and even HR requirements.

Overpopulation:
- More people, more consumption, less resources.
- Increasing land and housing prices as a proportion of total earnings
- More pollution

Loss of cultures / traditions:
- Overrun by "civilisation" and globalisation

Global Warming:
- Changing weather patterns. Drought or flood.
- Rising sea levels.
- Increasing water temperature -> impacting marine cycles

Reduction in drinkable surface water:
- A lot is polluted.
- Global warming + Increasing populations reducing availability

Greater focus (or communication) about health:
- Anyone can buy or sell anything anywhere.

Aging Population (partly due to people living longer):
- Anyone can buy or sell anything anywhere.

Greater need for "quality-time" for the family:
- High stress executives (is this a trend or has it peaked ?):
- Working mothers.

Greater regulation on everything, especially food treatment:
- Higher cost to businesses to put in appropriate procedures
- Training needs of those responsible to implement or monitor

Fitness becoming a "goal" rather than a "side-effect":
- Personal trainers / Gymnasiums … to get the same effect (in less time)

KI TRENDS

Flat population growth (ie no trend):

Increasing production of energy needs through wind turbines:

No increase in the little support from Tasmanian State Government (ie no trend):

Growing awareness of KI Cheeses Australia-wide as a quality product:

Growing use of the island by surfers and their sponsors:

Tightening fishing quotas:

Bypassed by Tasmanian tourism traffic:

Land prices increasing:

Increasing importance of Tourism

Boom-or-bust:

- **Mines**
- **Farming**

The present cont'd:

Group Mind Map

Task: To create a "Mind Map" of all trends affecting the future of KING ISLAND right now.

We will do this together as a whole group so we need to follow some rules.

Ground rules for mind mapping –

1. This is a **group brainstorm** – All ideas are valid, no evaluation, no censorship.
2. **The person who names** the issue says where it goes on the map.
3. **Be concrete**. Speak in terms of WHO and/or WHAT.

The key question is:

"What do you think are the key trends and influences that are affecting KING ISLAND right now and will impact on our future."

Note: A trend is a visible direction of change – more or less, increasing or decreasing. We want your perceptions about the trends affecting KING ISLAND today.
Example:
Trend – increasing use of technology
Concrete example – more mobile phones

My Notes.

Focus on the Present continued:

What do you see?
Stakeholder Perspective on Trends

In your Stakeholder Group

Purpose: Discuss what trends concern KING ISLAND. What we are doing about them and what we want to do. Identify the Hard Questions we need to answer.

Self-manage: Decide on leadership roles for your group.

Label your flip charts with your "Stakeholder Group Name – Present Trends"

1. Discuss the map from your group's perspective. Note up to three TRENDS from YOUR STAKEHOLDER PERSPECTIVE. What do they mean to you?

Create two lists of trends

2. Those trends you are doing something about now.

3. Those trends you feel you should focus on more and why.

Prepare **a three-minute** report on your thoughts.

Reports are due at ----------

ALSO

On a separate flip chart list three **HARD QUESTIONS** that the mind-map raises and you think we should answer by the end of this Conference.

Label your flip chart with your stakeholder group name and "HARD QUESTIONS"

1. 2. 3.

Focus on the Present continued:

Your "Prouds" and "Sorries"
Owning Up

In your Stakeholder Group

Purpose: Learn how people feel about what they are doing now. Assess reality in our stakeholder relationship to KING ISLAND.

NOTE this is an experience in owning up to what is, not blaming or problem-solving. The motto is, o*wn it, don't moan it!*

Self-manage: Decide on leadership roles for your group.

Label your flip chart with "Stakeholder Group Name – Prouds & Sorries"

1. Draw a line down the middle of your flip chart.
   On one side brainstorm a list of things going on RIGHT NOW you are very PROUD of in your relationship to KING ISLAND. Describe what's happening. On the other side list the things RIGHT NOW you are SORRY about. Describe what's happening.

2. Select up to three 'PROUDEST PROUDS' and three 'SORRIEST SORRIES', write them on flip chart.

3. Reporters: Summarise in a **three-minute** report.

"We are proud of……"
"We are sorry that……"

Reports are due at _____

Notes

- What do the community want to change ?
- What do they want to keep ?

An Ideal Future Scenario

Work In your Whole System Group

This is a **three hour** session. Work on points one and two for the first half. Then we'll talk about how presentations can take place.

Purpose: To imagine a future for KING ISLAND to which you can make an authentic commitment. A future you will be proud to pass onto your successors.

1. Put yourself 10 years into the future. The date is December 2013. Visualise your ideal KING ISLAND. What's it like? List your accomplishments since 2003 in areas like:

Nature of community leadership.	Opportunities for children and youth.
How local governance is happening	Island heritage
Mix of population	Transport
Education	Industry and economic development
Tourism	Quality of family & community life
Environment	Technology
Island infrastructure	Community safety
Nature of employment,	Recreation & leisure
Health services	Government relationships
Community initiatives	Etc, etc, etc.

2. What barriers did you find along the way? How did you overcome them?

My notes.

An Ideal Future Scenario (continued)

Presentations are due at ----------

Choose a **CREATIVE** way to present your ideal future.
Examples – Magazine story, TV special, play, poem, song – your choice.

The date is December 2013.

We are all there.

What do we see? Hear? Feel?

Criteria: Your scenario should be:

(1) **Feasible** – People can do it
(2) **Desirable** – You want it to happen
(3) **Motivating** – You will work to make it happen

Do not consider cost or difficulty.

This is an exercise in creative dreaming.

Include any dream that is shared and worth working for.

Timekeeper's note – We have **seven minutes** for each presentation

Future Directions and Values

Whilst we know you will enjoy the presentations it is very important to pay attention and make notes on what you hear about the future of KING ISLAND.

As you listen to the presentations make your own notes on:

1. The themes and really good ideas you hear. This is the first step in finding our potential common ground – what we all want for the future of KING ISLAND.

2. The Values we want to guide our future choices.

Themes and good ideas	Values we want to guide our future

Consensus on the Future

Work in your Whole System Group

Purpose: To discover our 'common ground'. To share the ideal future desired by the whole conference.

1. List all the recurring themes, good ideas and projects your group heard in the presentations.
2. List the Values we want to guide our future choices

3. Write them up on your flip charts and with scissors separate each theme and value statement.

4. Put each theme/idea onto the **Futures Wall**.

5. Put each value statement onto the **Values Wall**

Building a common picture of our Future Directions and Values

Work as a whole group

Group similar themes and values together into separate clusters.

Assign Priority:

You will be given ten coloured dots. Put five on the **future directions** you consider most important. Put five on the **Values** you consider most important. You can put five on one direction or value or spread them around as you see fit.

Developing a Vision Statement

Work in your whole system group

Purpose:
To develop a vision statement of what you want KING ISLAND to be.

A vision statement is a short sentence that captures the essence of what you want KING ISLAND to be.

It should state your aspiration but be simple so it can be easily understood and remembered.

KING ISLAND'S vision statement and values will be the touchstone that guides your strategic planning.

Self-manage: Decide on leadership roles for your group.

Label your flip charts with your "Stakeholder Group Name – vision statement"

Task:

Discuss the future directions and values
Consider the outcomes they may achieve for KING ISLAND.
Prepare a vision statement for KING ISLAND.
Write your statement onto a flip chart.
Present and explain your vision statement to the conference.

Working as a whole group

Discuss the common elements in the vision statements
Commit to a vision statement.

Action Planning

Consider the future directions on the futures wall.

Form groups around the directions you want to work on.

Self-manage: Decide on leadership roles for your group.

Write the name of your Issue / Opportunity group on the flip chart and record the names of group members.

Task:

In your chosen issue/opportunity group prepare a **seven minute** report to cover the following:

1. What is the issue/opportunity you've met to advance?
2. If we advance this issue/opportunity really well what is your achievable ideal for KING ISLAND by 2013?
3. What good things are happening now that we can build on?
4. What has to change to help you reach your ideal future?
5. To achieve your ideal for 2013 what must be happening within a year?
6. What role(s) could other groups, government or non-government; play in this issue/opportunity?
7. Who from your group commits to help advance the issue/opportunity.

STRENGTHS

- Productive agriculture (reasonable land + reliable rainfall)
- Stong marketing position for cheeses (Australia-wide)

- Natural resources

- Solitude
- Unspoilt beaches and coastline

- Strong community
- KI Courier (to communicate, to mobilise)
- Security

- High proportion of “asset-rich” residents

- Little active unemployment

- 40 minutes from Melbourne

WEAKNESSES

- Small population
- Expensive Air / Sea links
- High cost of living
- Solitude (e.g. from family, major hospitals, shopping, …)

- Weak position with Tasmanian Government (for tourism we are competitive to mainland tourism; small number of voters)
- Cradle Coast Authority

- Financially weak tourism committee

OPPORTUNITIES

- Tasmanian passenger ferries to dock at KI
- Broaden the range of KI gourmet foods (duck, pheasant, turkey, quail, sea-urchins, abalone products, wine, beer ?
- Market products outside of Australia ?
- Focus on “added-value” or unique elements (due to cheaper production costs in many parts of Asia and the global economy that we are in)

THREATS

- Rising cost of coastal land
- Rough sea conditions limiting ferry docking realiability
- Investment costs to be borne by a very small community (e.g. costs of extending the airport runways; ferry docking facilities; …)