

# THE NEXT STAGE OF GROWTH

Strategic Plan 2017–2020



**Landcare**  
New South Wales





# CHAIR'S MESSAGE

Landcare is a grassroots movement dedicated to the care of our land, environment and communities. Landcare NSW, established in 2007, is a proud voice for grassroots community Landcare in this State and part of a national movement represented by the National Landcare Network. The role of Landcare NSW is to represent thousands of Landcare groups, landholders and individual volunteers who are working collectively to create a healthy balance between nature, agriculture and communities.

Landcare NSW aims to be a robust, professional, representative body working to create an environment in which Landcare is able to flourish and continue to achieve outstanding results for the environment, agriculture and local communities.

This document is a public summary of a detailed roadmap that will guide our work over the next few years. During this period we aim to increase and broaden our membership and support our members through the provision of practical services and resources.

We will examine our governance and representative structures to ensure they are fit for purpose and contribute to the growth and

development of Landcare nationally. Our partnership with the NSW Government remains a high priority, along with our focus on forming partnerships and creating opportunities to diversify our funding sources.

Importantly, we will devote our attention and effort to building Landcare NSW as a professional, sustainable organisation that remains grounded in the community and stays true to our values.

Landcare NSW has achieved a lot in its first decade. A strong sense of mission and a clear plan for the future will see us take the steps needed to achieve the next stage of growth. We are excited to share this plan with you, as we seek to realise the power and potential of our organisation as the peak body for Landcare in NSW. I know I speak on behalf of the Executive Committee, Council and staff of Landcare NSW in saying we look forward to meeting the challenge.

**Rob Dulhunty, Chair**



# MISSION, VISION AND VALUES

## OUR MISSION

To support NSW Landcarers in caring for our land, environment and communities.

## OUR VISION

NSW Landcarers will have the leadership, skills and resources to care for our land, environment and communities.

## OUR VALUES

- Collaboration: working in groups and building partnerships
- Non-party political representation
- Flexibility, adaptability and innovation
- Responsiveness to different needs and cultures
- Clarity of purpose

# PRIORITY AREAS TO ACHIEVE OUR GOALS

## REPRESENTATION

### Realising the power and potential of a peak body

As the voice of Landcare in NSW we have a responsibility to faithfully represent our members' views. We do this through our Council which consists of endorsed representatives from every Landcare region in NSW. In the next period we will consult the Landcare community and explore opportunities to strengthen our representative processes.

We will ensure the views of grassroots Landcarers are conveyed to elected representatives to inform policy discussions and raise awareness of what Landcare needs in order to carry out its valuable work at the local level, including funding for both on ground work and support services including Local Landcare Coordinators. We will find new and better ways to communicate information and messages both to the Landcare community and to a broader audience.

## GOVERNANCE

### Putting Local Landcare at the heart of the governance system

Local Landcare groups are the fundamental building block of the Landcare movement and their interests are the highest priority of our organisation. We will consult the Landcare community to examine and review the place of local, district and regional groups in our governance system, and consider how our arrangements align with community Landcare structures in other states and territories.

## MEMBERSHIP

### Inviting members from across the movement

Landcare NSW aspires to represent – and provide information and services to – Landcare and similar groups in NSW. To work towards this goal we will increase our outreach to a wider range of groups across all geographical areas. We will seek input from city, coastal and country groups on how our services may be of value to them and how our model may become inclusive and relevant to their needs. By broadening our membership base to more groups that share our goals, we hope to strengthen the Landcare network. We will also work to engage Aboriginal communities to create more opportunities for membership and participation and create a place for individual and corporate members who may wish to join the movement and support Landcare financially.

## NATIONAL SUPPORT

### Strengthening Landcare nationally

Landcare NSW strongly supports the need for cohesive national leadership and in this period will work to ensure there is an effective national voice for Landcare and suitable structures that meet the Landcare community's needs. Landcare has an enormous amount to offer to further the interests of the environment, sustainable agriculture and local communities throughout Australia. National leadership, unity and strong Landcare organisations are essential.

## CAPACITY-BUILDING

### Building an organisation to last

In our 10 years of operation, Landcare NSW has grown from a small group of volunteers into a capable organisation that is valued by the Landcare community and considered a credible partner by a range of stakeholders. We are now ready for the next stage of growth. It is vital that Landcare NSW establishes sustainable business operations so that our organisation is built to last. A stable staff structure and improved internal systems are critical to move away from relying solely on volunteers and contract workers.

A strong focus will be to achieve ongoing sources of revenue, rather than intermittent short-term grants, and to gaining support from a diverse group of donors and investors. This will be achieved through developing stronger partnerships with a range of stakeholders and building on our current positive partnership with the NSW Government.

Many Hands,  
One Voice.



# GOALS, OBJECTIVES AND BENEFITS

STRATEGIC GOALS	OBJECTIVES	BENEFITS
Local Landcare Groups have the support they need	<ul style="list-style-type: none"><li>– To ensure that Landcare Groups are able to access support available from government</li><li>– To ensure funds allocated to Landcare at both the state and federal level are distributed to the benefit of Landcare Groups</li><li>– To ensure that Landcare Groups receive the support and services they need from both state and federal Landcare peaks</li><li>– to equip Landcare coordinators and volunteers with knowledge and training to care for our environment and communities</li></ul>	<ul style="list-style-type: none"><li>– Landcare Groups have the resources to undertake the on-ground works required</li><li>– Landcare Groups are able to focus on on-ground works rather than administration</li><li>– Landcare Groups flourish as a result of the work of state and federal peaks</li><li>– Landcare coordinators and volunteers have the expertise and skills they need</li></ul>
Landcare NSW’s membership is broadly representative	<ul style="list-style-type: none"><li>– To gain a majority of Landcare groups as members of Landcare NSW</li><li>– To ensure Landcare NSW is representative of all community based groups including Dunecare, Coastcare and Rangecare</li><li>– To engage Aboriginal people in the Landcare movement</li><li>– To recognise the role of individual ‘supporters’ and ‘larger family landholders and corporates’ who may wish to contribute financially</li></ul>	<ul style="list-style-type: none"><li>– Landcare NSW is respected as a credible representative of all groups in this sphere</li><li>– Landcare NSW’s representation is influential and impactful</li><li>– Landcare NSW is an effective peak body for the entire movement of Landcare and other likeminded groups</li><li>– ‘Supporters’ and ‘larger family landholders and corporates’ are recognised as non-voting members</li></ul>
STRATEGIC GOALS	OBJECTIVES	BENEFITS
State and federal peaks are recognised as the voice of Landcare	<ul style="list-style-type: none"><li>– To ensure the policy positions taken by Landcare NSW are representative of the views of the member groups</li><li>– To ensure continued financial support for Landcare from the state and federal governments</li><li>– To represent Landcare on topics of interest to members and government at the state level</li></ul>	<ul style="list-style-type: none"><li>– Local Landcare groups, state and federal peaks receive funding from both levels of government</li><li>– Policy discussions benefit from the voice of Landcare</li></ul>
Landcare nationally is unified and strengthened	<ul style="list-style-type: none"><li>– To create a culture of ‘cooperative federalism’ within the National Landcare Network federation</li><li>– To ensure that state and federal peaks learn from and support one another</li><li>– To ensure that all local Landcare Groups have an equal voice in the governance arrangements of the state peaks</li></ul>	<ul style="list-style-type: none"><li>– State and federal peaks share responsibilities with a minimum of overlap and duplication</li><li>– Peaks benefit from lessons shared and tools developed by other peaks</li><li>– Local Landcare Groups have an equal voice in all state peaks</li></ul>
Landcare NSW is sustainable	<ul style="list-style-type: none"><li>– To ensure the continued financial viability of Landcare NSW</li><li>– To diversify the financial support base of Landcare NSW</li><li>– To ensure that Landcare NSW employs a team with the right skills-mix to serve members</li><li>– To ensure that the work of the Board and staff team is mutually-supportive</li></ul>	<ul style="list-style-type: none"><li>– Landcare NSW is able to operate and retain surpluses as reserves</li><li>– Reduced dependency on government grants for core operations</li><li>– The community in general appreciates the role of Landcare and is prepared to provide financial support via donations</li><li>– Local Landcare Group members receive the services they require</li><li>– The Board and staff of Landcare NSW work effectively together</li></ul>



# OUR PEOPLE



This document is a summary of a detailed strategy and implementation plan. It does not include the full details of the activities, outcomes and key performance indicators and targets that make up the plan.

Landcare NSW acknowledges and pays respect to Aboriginal People and Torres Strait Islander People who are the original owners of the land, seas and water.

Landcare NSW recognises Aboriginal and Torres Strait Islander People's continuing connection to the land and their deep knowledge of the natural environment.







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