Landcare New South Wales

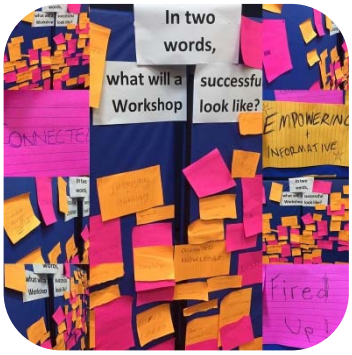
Many Hands, One Voice

Landcare NSW Inc

Local Landcare Coordinator Initiative

State Landcare Coordinator/Community of Practice

Progress Report updated as at 31 December 2017



This report has been prepared by **Landcare NSW Incorporated**:

ABN: 24 958 819 359
Address: PO Box 2069, Armidale NSW 2350
Phone: 02 8008 8573
Email: administration@landcarensw.org.au
Website: www.landcarensw.org.au

Author: Sonia Williams, State Landcare Facilitator, Landcare NSW, updated by Natasha English, State Landcare Coordinator with input from Jennie Coldham, Member Services Officer, Landcare NSW and Lucy Chapman, Communications Officer, Landcare NSW

Version Control: Progress Report 1 - to 31 December 2016 v3 17 April 2017
Progress Report 2 - updated to 30 June 2017 v1 31 August 2017
Progress Report 3 - updated to 31 December 2017 v1 2 February 2018

Acknowledgements:

Landcare NSW would like to acknowledge the support and contribution of the Landcare Program Managers, Local Land Services, currently Chris McCulloch, and previously Kate Andrews, to the delivery of the activities and outcomes highlighted in this report.

Landcare NSW acknowledges the support of Alex Anthony, previous Director Executive Projects and previous Acting Chair Local Land Services for her leadership during the establishment of the LLCI. The efforts of Tim Ferraro, previous Executive Manager, and Peter-John Layton, previous Manager of Executive Projects are also acknowledged and appreciated.

Landcare NSW also acknowledges the support of the current Local land Services members of the Joint Management Committee, Richard Bull, Chair, Board of Chairs, David Witherdin Executive Director State Operations, and Shenal Basnayake, Director Major Programs.

The efforts of the Landcare NSW members of the Joint Management Committee, Rob Dulhunty, Chair Landcare NSW; Stephanie Cameron, Vice Chair Landcare NSW, and Leigh McLaughlin, Policy and Partnerships, are acknowledged as fundamental to the achievements of this program .

Photography: Keith Hyde, Cassie Price, Jennie Coldham, Eirlys Stubbs. All photos throughout this document are supplied by Landcare NSW, unless otherwise stated.

Disclaimer: The information and subsequent recommendations contained within this report have been informed by information made available to Landcare NSW at the time of preparation and is assumed to be accurate.

Copyright © Landcare NSW 2018. The information and concepts contained in this document are the property of Landcare NSW for the sole purpose for which it was prepared. Landcare NSW accepts no responsibility for any third party who may rely on this document without the prior approval of Landcare NSW. Use or copying of this document, or part thereof, without the written permission of Landcare NSW constitutes an infringement of copyright.

Forward

The Local Landcare Coordinator Initiative arose from Landcare NSW facilitating and supporting a grassroots Landcare campaign, to gain support from Government that would allow not only the continuation of a state level Landcare support program, but the significant expansion of this to include resourcing for a network of locally based Landcare Coordinators.

The result was a commitment from the NSW State Government of $15 million over 4 years to support Landcare in NSW, built upon a partnership between governments and the community, so as to unlock the full potential of the thousands of volunteers in the network.

With facilitation from the Natural Resources Commission, Landcare NSW and Local Land Services contributed to the design of the resultant program – known as the Local Landcare Coordinator Initiative (LLCI). The LLCI is jointly delivered by Local Land Services and Landcare NSW, and Landcare NSW is pleased to present this report which covers the first 2 years of delivery by Landcare NSW on the State Landcare Coordinator and Community of Practice components of the program. Whilst Landcare NSW has been contracted under the program to deliver these components, it is acknowledged that all aspects are very much a partnership of delivery with Local Land Services, under the direction and review of the Joint Management Committee - headed by the Chairs of both organisations, and underpinned by the signing of an MOU.

The Local Landcare Coordinator Initiative has made a vast difference to the operation and morale of Landcare groups across NSW. The support provided by the Local Landcare Coordinators to their host organisations has improved the group's capacity to work with their local Landcare community and to strengthen their linkages with existing and new local partners. This capacity has been supported and enhanced from the state level by projects and programs run by Landcare NSW.

This first two and a half years has seen Landcare NSW provide significant input to the program design and delivery; from co-designing the process for allocation of the Local Landcare Coordinators, to running the initial State-wide induction workshop for coordinators and host organisation representatives, and providing ongoing support for coordinators and hosts through the recruitment and now delivery phase of their projects. Landcare NSW has provided materials, and in person support, to establish a capable and supportive community of practice amongst the host organisations, Local Landcare Coordinators and Regional Landcare Facilitators. The holding of the 2017 NSW Landcare and Local Land Services Conference, was a testament to how the program is building a stronger Landcare community and that is supported through the efforts of Landcare NSW and Local Land Services.

At the mid-point review Landcarers and Local Land Services Officers clearly indicated that the LLCI is making a difference at the local, district and regional scales.

The announcement of NLP2 provides a strong test to the partnership established between Landcare and Local Land Services, and this phase of the project will, through the "Stronger Together" sub program of the LLS provide the resourcing and process by which this partnership can be maximised, to the benefit of both Landcare and Local Land Services.

Landcare NSW is pleased to be able to deliver this program in a way that resonates with the Landcare community's requests as gathered from the Landcare Musters held over the past 10 years by Landcare NSW

Rob Dulhunty,
Chair Landcare NSW

Table of Contents

Forward 1

Introduction 5

The Report 6

Section 1: Progress against Program Implementation Plan 7

- Program Management 7
- Local Landcare Coordinators 9
- Community of Practice/Communications 11
- Partnerships and Opportunities 14

Section 2: Report on Outputs 17

- Community of Practice 17
  - Attendance and Contribution to Regional Scale Activities and Events 17
  - RLF - Regional Community of Practice Training Project 19
  - Targeted Support from Landcare NSW 20
  - 1St State-wide Training Event 22
  - 2nd State-wide Training Event 23
  - 2017 NSW Landcare and Local Land Services Conference 24
  - Support Materials 25
  - Utilisation of Support Resources 26
  - Insurance 27
- Communications & Systems Support to Landcare in NSW 27
  - NSW Landcare Gateway website 27
  - Landcare NSW Website 30
  - Regular communications 30
  - Customer Relationship Management System – Salesforce 31

Section 3: Discussion on Project Progress 33

- Progress Report 1 33
- Phase 1: 1 July 2015 to 31 March 2016 33
- Phase 2: 1 April 2016 to 30 June 2019 – (reporting 1 March 2016- 31 December 2016) 34
- Progress Report 2 35
  - Phase 2: 1 April 2016 to 30 June 2019 (reporting 1 January 2017 – 30 June 2017) 35
- Progress Report 3 36
  - Phase 2: 1 April 2016 to 30 June 2019 (reporting 1 July 2017 – 31 December 2017) 36
- Key Observations 38

Progress Report 1 – 1 July 2015-31 December 2016 38
Progress Report 2 – 1 January 2017– 30 June 2017 38
Progress Report 3 – 1 July 2017– 31 December 2017 38
Section 4: Financial Report 39
Contract 1: Interim State Coordinator and Community of Practice
1 July 2015 to 31 March 2016 39
Contract 2: State Coordinator and Community of Practice
- Induction Workshop Stockton March 16 39
Contract 3: State Coordinator and Community of Practice 1 April 2016 to 30 June 2017 40
Appendices 41
Appendix 1 – Case Studies submitted as at 31 December 2017
Appendix 2 – List of Cases logged under LLCI as at 31 December 2017
Appendix 3 – Report Card 1 and Report Card 2– 31 December 2017
Appendix 4 – List of Groups and Hierarchies as at 31 December 2017
Appendix 5 – Snapshot of LLCI Program

Introduction

The Local Landcare Coordinator Initiative (LLCI) is a jointly delivered program by Local Land Services and Landcare NSW. It is funded by the NSW State Government's $15 million over 4 year commitment to support Landcare in NSW.

The LLCI project provides Landcare NSW funds to deliver the Community of Practice component of the Local Landcare Coordinator Initiative and to employ a State Landcare Coordinator (1EFT) to work closely with the Landcare Program Manager, Local Land Services, to collaboratively deliver the Local Landcare Coordinator Initiative.

Landcare NSW has received funds under three contracts.

- The first was for the period 1 July 2015 to 31 March 2016, under which the project was established and the plan for the program was developed and initiated.
- A separate contract for the first LLCI state-wide training workshop March 2016.
- A further contract was then entered into for the period 1 April 2016 to 30 June 2019, to implement the program plan.

Landcare NSW has also received funds separately for the Sustaining Landcare component of the LLCI. This is reported separately.

The Program Plan and Implementation Plan guide the delivery of the LLCI. The following diagram shows the key implementation stages of the LLCI project.

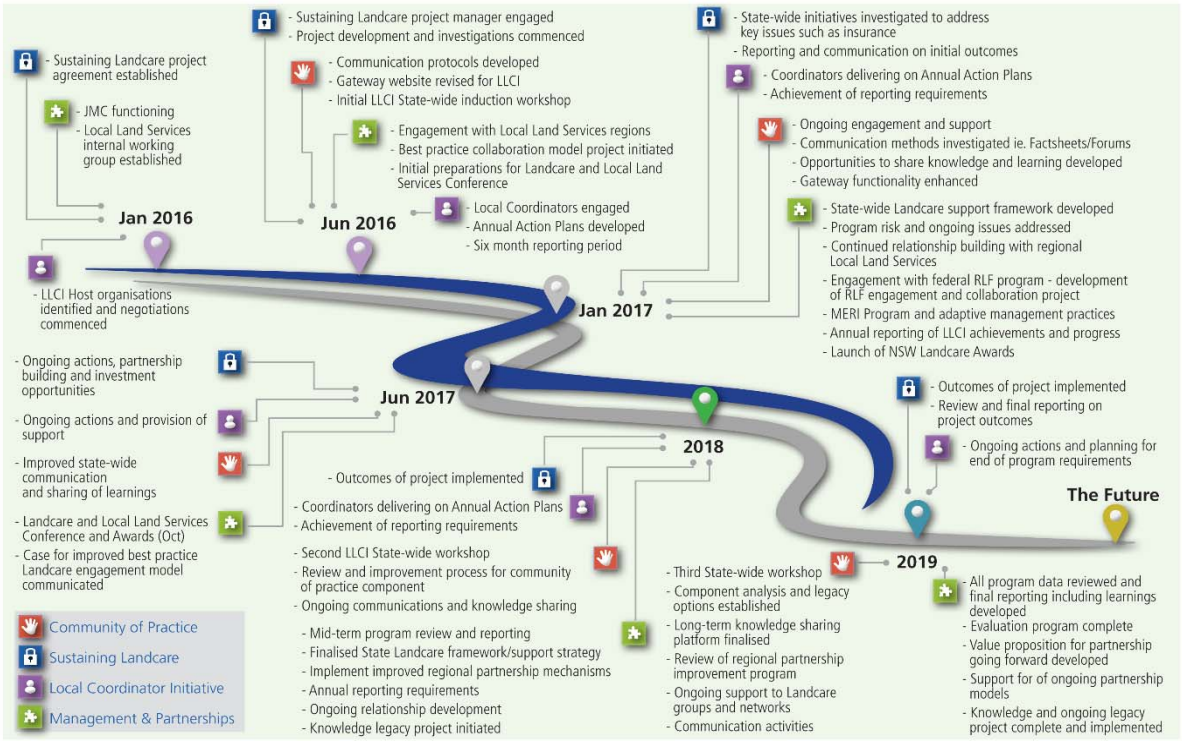


Fig 1. Implementation Road Map - Chris McCulloch Landcare Program Manager Local Land Service

The Implementation Plan identifies actions against key theme areas. Three of these four key themes are relevant to the project components delivered by Landcare NSW under these contracts, being; Local Landcare Coordinators, Community of Practice/Communications Program, Management / Partnership and Opportunities. The plan also indicates a lead entity responsible for the achievement of these actions, however most are delivered in partnership between the Landcare Program Manager, Local Land Services and the State Landcare Coordinator, Landcare NSW.

The Report

Reporting for the project is required as a short written update to each meeting of the Joint Management Committee, and a regular formal report, the first of which was provided for the period to 31 December 2016, with a second report provided 30 June 2017.

This third report provides additional material undertaken in the six month period since the last report. Thus it provides cumulative data across the 30 month period of the project and provides information against all three contracts Landcare NSW has received for the State Landcare Coordinator/ Community of Practice project of the Local Landcare Coordinator Initiative for the period from 1 July 2015 to 31 December 2017.

Landcare NSW has developed an annual workplan that guides the deliverables of Landcare NSW in relation to the Program Plan and Implementation Plan of the Local Landcare Coordinator Initiative.

This report presents the achievements Landcare NSW has delivered against those plans. The report is structured to present information under 4 sections.

Section 1 Progress against Program Implementation Plan

Section 1 provide a summary of the achievements by Landcare NSW, against the stated actions of the Implementation plan.

This report is a compilation of the monthly Status reports that have been provided to the Joint Management Committee, over the period 1 July 2015 to 31 December2017.

Section 2 Report on Outputs

Section 2 provides a summary of the outputs against relevant program areas/activities.

Section 3 Discussion on Project Progress

Section 3 provides a short discussion on the progress of the project, including discussion of problems encountered and actions to remedy these.

Section 4 Financial Report

Section 4 provides financial reports as follows

- Final Financial Reports Contract 1. - Interim State Landcare Coordinator and Community of Practice 1 July 15 to 31 March 2016
- Final Financial Reports Contract 2. - Initial Induction Workshop 21-23 March 2016
- Interim Financial Report Contract 3. - State Landcare Coordinator and Community of Practice for period 1 April 2016 to 31 December 2017

The reporting requirements also require Landcare NSW to provide a copy of the organisations audited annual financial statements.

These can be found as a public document on the Australian Not for Profit and Charities Commission (ACNC) website. Landcare NSW has received the ACNC Charity Tick of Approval.

https://www.acnc.gov.au/RN52B75Q?ID=3424EF5E-848D-4F5A-9AA5-887B75DDC27F&noleft=1

Section 1: Progress against Program Implementation Plan

Program Management

Actions	Report Against Actions
Support Joint Management Committee 1. Provide secretariat services for JMC 2. Set meeting dates for JMC 3. Ministerial communique following quarterly JMC Meetings 4. Report regular actions and progress to JMC Report regular actions and progress to JMC	1. N/A 2. Provide initial meeting schedule to January 2016 3. Meeting schedule set up for 2018 4. Provide input to Ministerial communiques in 2015/16 5. a) Report provided to 20 meetings of the JMC. Attend and input to 20 meetings of the JMC b) Participate in JMC partnership meeting 15-16 July 2015 and partnership review meetings 2 August 2016, 23 June 2017 c) Provide program introduction to new LLS Management team 26 April 2017
Reporting 1. Development of Annual Program Report 2. Set requirements for scheduled host reporting in line with agreements 3. Facilitate and support scheduled reporting with hosts and coordinators 4. Develop case study submission mechanism 5. Development and submission of Final Program Report 6. Provide ongoing support for the improvement of reporting standard	1. N/A 2. a) Established Reporting against group's own Annual Action Plan as a key reporting indicators (submission of annual plan and review noting adaptive management) b) Developed Annual Plan template c) Developed six monthly report template in conjunction with LLS d) Report Card 1 developed and released e) Report Card 2 developed and released 3. Reviewed and provided feedback to host organisations on May 2016, December 2016 and May 2017 reporting. 4. Case Study reporting and submission mechanism developed on NSW Landcare Gateway CRM website. Case Study template applicable for non LLCI use, and provides a legacy mechanism from the program 5. Not yet due 6. Feedback provided re reporting May and December 2016
MERI 1. Development of program logic and adaptive management strategy 2. Develop key evaluation questions 3. Establish process for staged program review (consultant assisted) 4. Engage with internal Local Land Services working group to steer adaptive processes 5. Undertake mid-term program assessment and reporting 6. Undertake final program assessment 7. Development of Program Learnings for Future Implementation report	1. a) Design and link reporting mechanisms to key outcomes (Annual Implementation Plans, Cases Studies, and Annual Report Cards) b) Design application forms for hosting LLCI to collect baseline data c) Input for scope of and participate in Clear Horizon workshop to develop program logic and provide follow up 2. Input to Key Evaluation Questions resulting from Clear Horizons workshop 3. & 4 N/A

8. Collect and review data on program to drive adaptive learning	5. Mid term evaluation data collected at Webinar 21 June 2017 and via interviews conducted at State conference. Video summary produced. Progress snapshot produced (Appendix 5) 6. & 7 Not yet due 8. Commence reviewing data collected through reporting
Approvals and Finances 1. Develop, manage and approve all host agreements 2. Review and endorse all reporting as submitted 3. Facilitate milestone payments in line with agreement and reporting 4. Report on financial details to JMC 5. Manage contractor/consultant agreements and engagement	1. Contribute to development of Host Agreements, reporting requirements and milestone schedules 2. Review May and December 2016 and 2017. Six monthly report. Review and endorse Cases Studies November 2016 Establish ongoing endorsement process; review Report Card 1 2016 and 2017 3. Provide LNSW financial details to JMC meetings as part of reporting 4. Manage agreement for Gateway Website, and subcontractors re reporting
Administration 1. Manage global program budget including financial forecasting 2. Management of detailed component budgets 3. Establish file storage protocols 4. Administer the "landcare.admin" email account 5. Develop, review and maintain Program Plan and supporting plans 6. Support implementation of Communication Plan	1. Develop global program budget in conjunction with LLS 2. Manage Landcare NSW budgets 3. N/A 4. N/A 5. Provide content to initial plan and review and contribute to development of Program Plan and supporting plans-meeting December 2017 6. Initial input – meeting in November 2016

Local Landcare Coordinators

Actions	Report Against Actions
Network of Local Landcare Coordinators Established 1. Develop scope and focus of Local Coordinator roles 2. Host application process developed 3. Host organisation and Local Coordinator Initiative applications assessed 4. Applications for Local Coordinators reviewed and approved 5. Agreements established with host organisations 6. Local Coordinators engaged and in place 7. Management of Local Coordinator staff transition	1. Host Workshop (August 2015) to scope parameters and how the key outcomes of the NRC's advice to the Minister would be delivered via the hosting of the coordinators 2. Application process developed Assist community with understanding of process and intent – attend Riverina, Hunter LachLandcare, Greater Sydney, Central West, Northern Tablelands 3. Assessment framework and process developed; assessment held involving JMC rep, regional LLS rep, Australian Government representative 4. Assist with application reviewed and approved via JMC 5. Assist with establishing agreements 6. 91% coordinators in place by Initial Induction workshop. All coordinator positions filled as at 30 December 2017 7. Support provided as required to hosts with transitioning Coordinators – Shoalhaven, Hastings, Macleay, Murrumbidgee, LachLandcare, Hunter and Liverpool Plains
Reporting 1. Host organisation reporting arrangements established in agreements 2. Initial reporting templates and examples developed 3. Submission of initial Annual Action Plan 4. Half yearly coordinator reporting 5. Annual review and update of Action Plan 6. Annual case studies submission 7. Annual Report Card submission	1. Assist with developing reporting arrangements for contracts 2. Template and examples developed 3. N/A 4. Assist Coordinators with 6 monthly reporting 5. Review 6 monthly reporting and annual plans May 2016 6. Develop Case Study template on Gateway, Report Card 1 complete and released 7. Report Cards 1 and 2 complete Data needs review undertaken November / December 2017 – revised plan for data collected instead of Report Card 3 established
Local Coordinator Capacity Building and Communications 1. Initial development of Annual Action Plan 2. Six monthly review of Annual Action Plan 3. Annual review and update of Annual Action Plan 4. Development of annual case studies 5. Attendance at initial state wide community of practice event (Stockton) 6. Attendance at all planned state wide community of practices events 7. Develop regular LLCI program updates and communications	1. Assist host organisations with reporting and annual plans – visit to Hunter, North West, Murrumbidgee Landcare, Central Tablelands 2. Assist Coordinators with 6 monthly reporting 3. Review 6monthly reporting and annual plans May and December 2016; June 2017 and December 2017 4. Assist groups with development of case studies provide support - 1:1, teleconferences - South East, Hunter, Greater Sydney, attend workshops North West, Northern Tablelands, Murrumbidgee, North

	Coast Provide written feedback sheet June 2017 5. Develop and attend Stockton Induction training event March 2016 6. Develop and attend 2nd State wide event – State wide webinar June2017; attend and run info session at State Landcare Conference for LLCI and hosts, deliver update on program at Conference 7. Contribute to 10 Updates latest Update December 2017
Approvals and Financial Milestones 1. Initial milestone payment on signing of agreement 2. Second milestone payment on endorsement of initial half yearly report 3. Third milestone payment on endorsement of second half yearly report 4. Fourth milestone payment on endorsement of third half yearly report 5. Final milestone payment on endorsement of final report 6. Review and endorsement of annual case study submission 7. Review and endorsement of annual Report Cards	1. Complete 2. Complete 3. Complete 4. N/A 5. N/A 6. Completed for December 2016 and 2017 7. Completed for Report Card 1 2016, 2017. Underway for Report Card 2

Community of Practice/Communications

Actions	Report Against Actions
Link Landcare across NSW 1. Re-establish database of Landcare organisations in NSW 2. Maintain database of Landcare organisations in NSW 3. Build Annual report cards that link to database 4. Update the nested arrangement of Landcare support within each region (via the Map) 5. Annual report cards 6. Participate in Landcare NSW Council meetings	1. Salesforce (SF) Database updated to include information on supported groups provided in LLCI applications 2. Ongoing updates undertaken as changes are notified 3. Annual Report Card 1 built and integrated to SF. Report Cards 2 built and liaison with Charles Sturt University re analysis rather than link through SF Report Card 3 replaced with series of network and regional snapshots 4. Draft map produced November – to incorporate feedback Mark 1 Region map produced, released at State Conference 5. Annual Report Cards – RC 1 (2016 and 2017) released and census data gathered & entered to SF 6. Attend and contribute to 10 quarterly meetings.
State wide Coordinator Workshops and Capacity Building Events 1. Initial state wide Community of Practice gathering 2. Review and follow up on outcomes of event 3. 2nd state wide Community of Practice gathering 4. Review and follow up on outcomes of event 5. 3rd state wide Community of Practice gathering 6. Review and follow up on outcomes of event	1. Completed. Refer to separate Report 2. Completed 3. Completed. Refer to separate Report 4. Completed 5. & 6 Not yet due
Regional Landcare Facilitator Engagement and Collaboration 1. Design of RLF engagement, collaboration and capacity building project 2. Formation of RLF engagement project advisory team 3. Development of communication tools to foster cross state RLF community of practice 4. Development of RLF mentoring program	1. RLFs involved via a. Session at RLF meeting in September 2015 at state conference – presentation given b. Workshop of RLFs and contract managers at Induction March 2016 (C Cumming and S Williams) 2. Attend & contribute to National RLF gathering May 2016 and May 2017 3. & 4 Participate and contribute to RLF project
Member Services and Targeted Support 1. Member Services Officer appointed 2. General enquiries supported and SF case management supported 3. Development of Employment toolkit 4. Development of Communications toolkit 5. Delivery of workshop modules undertaken and reported 6. Targeted support undertaken and recorded 7. Development of additional fact sheets and templates based on identified needs 8. Monthly e-bulletin developed with update on general news and opportunities	1. Jennie Coldham appointed at 0.6EFT 1 July 2015 2. System developed for SF case management. 692 Cases logged to 31 December 2017. 3. Employment Kit developed December 2015, updated December 2016 4. Communications Kit Developed July 2016, training provided at Induction Workshop 5. Workshop Modules a. delivery of workshop modules at 2015 State Conference and regional events b. via RLF Training Support budget, $76,467 allocated for 22 activities in 10 regions

	6. Targeted Support - delivered on 34 instances to groups and networks in 9 regions 7. a. all templates and Fact Sheets reviewed by December 2016; 7 updated; 4 new fact sheets and 11 new policy /general use templates developed to 31 December 2017 a. Governance Health Checks for Networks and Groups reviewed and information links updated; reformatted to a fillable Excel form 8. 30 Monthly e-bulletins delivered to 31 December 2017 9. Support set up and roll out of Insurance Program February – June 2017. This was a major use of support time during these months. Ongoing support to 31 December 2017
NSW Landcare Gateway Website 1. Communications Officer appointed 2. Gateway development plan completed with user participation 3. Support existing and new groups to utilise Gateway website 4. Initial review of Gateway and housekeeping 5. Development of reporting functions for LLCI 6. Gateway development plan completed with user participation 7. Gateway mid-term project review undertaken 8. Gateway legacy plan developed post LLCI 9. Gateway site maintenance and ongoing development	1. Lucinda Chapman appointed at 0.6 EFT, from 1 July 2015; with Eirlys Stubbs at 0.2 EFT from 1 April 2016-30 Nov 2016. L Chapman to 0.7Eft with additional from J Lovell from April 2017-30 September 2017 2. Development plan completed 3. Support a. One to One support provided as requested; b. Training at Induction workshop c. Development of guides for reporting and case studies, review all help and how to sheets 4. Meetings held with Mooball and LLS 15 December 2016, 9 February 2017, teleconference 29 February 2017, 8 March 2017. Initial review completed, follow up work with Mooball to address numerous issues – spam users, passwords, inactive accounts, redraft content 5. Gateway as a reporting tool: a. Develop six monthly reporting and case study tool on Gateway b. Auto-feed case study linkages to reporting page in Gateway. c. Commence work on auto-feed Gateway news and activities to reporting page d. Develop tag list 6. Major upgrade commenced. Meetings 3 April 2017, 22 June 2017, 15 August 2017, 25 August 2017, 11 September 2017, 6 October 2017. Revamped site launched at State Conference. Webinar held 8 November 2017 - 45 registered and 42 attendees some dropping out due to technology problems 7. Incorporated into redevelopment 8. Not yet due 9. Maintenance - regular posting of news items, troubleshooting

Media and Communication Products 1. Initial communications program developed 2. LLCI Regular Update 3. Media protocols and acknowledgement guides established 4. Case studies used and promoted as a key communications tool 5. Develop program to support local groups and Coordinators to engage their political representatives more effectively 6. Presentation for National Landcare Conference 2016 7. Development of updated LLCI briefing and promotion flier package 8. Development of updated LLCI individual component promotional fliers 9. Development of presentation 2017 NSW State Conference	1. Input to initial plan development 2. Input to 10 editions of Update 3. Input to Media protocol and recognition guidelines for program; redevelopment of monthly muster media opportunities as Survey Monkey 4. Case Studies promoted via LNSW Council. To be included in communication plan development 5. Engaging with Political representatives a. included in Inductions workshop, and communications toolkit b. via Parliamentary Friends of Landcare Events "Trees in the House" May 2016; and Bridges to Boorowa May 2017; Trees in the House November 2017 c. LLCI beyond 2017 campaign commenced – meetings with political representatives outlining results of current LLCI 6. Presentation developed and delivered at National Landcare Conference 2016 7. & 8 nil action 9. Presentation delivered to 2017 State Conference
Communication and networking between coordinators 1. Investigate methods of stimulating knowledge sharing and networking 2. Identify novel technologies or improvements to Gateway website 3. Investigate Coordinator mentoring program	1. Ongoing communication and networking is occurring as follows a. Regional Community of Practice b. Updates c. Slack forum and regular posts via Facebook and other platforms d. State wide Webinar trialled 20 June 2017 and webinar information provided 2. Involvement by CSU project to incorporate Gateway as a tool for within and across groups sharing of information and collaboration. Pilot Watershed and Hovells Creek Landcare groups completed 3. Not commenced
Knowledge and Legacy 1. Knowledge and Legacy Plan developed 2. Ongoing management of data and collection of learnings 3. Development submission of Final Program Report 4. Development of Program Learnings for Future Implementation report	This section yet to be commenced, though Case study template and annual Report Cards have been designed and developed to be legacy items. Identification of additional resourcing for data management identified, preliminary analysis of data commenced

Partnerships and Opportunities

Actions	Report Against Actions
Engage with regional Local Land Services 1. Local Land Services Internal Advisory Group established 2. Update presentations to Local Land Services General Managers group 3. Update presentations to Local Land Services Senior Managers group 4. Local Land Services internal communications strategy developed	1. N/A 2. N/A 3. Presented at 2 meetings of Senior Managers Group 12 November 2015, early 2016; meet with Murray Communities team 29 January 2016 4. N/A
Engagement regional Landcare Networks 1. Engage Regional Landcare Representatives via quarterly Landcare NSW Council meetings 2. Identify and take on opportunities to engage and present to regional Landcare networks as they are made available	1. Attend and engage at 10 quarterly meeting. Develop reports post meeting 2. Attend and present at 27 opportunities (see output list for details)
Local Land Services – Landcare best practice collaboration model development 1. Finalise Natural Resource Commission (NRC) report of Local Land Services investment with community as baseline 2. Release of NRC report on Local Land Services community funding 3. Utilise internal working group to design a program to identify and assess engagement practices across NSW between Local Land Services and Landcare 4. Investigate models of engagement from other states, via NRM bodies and National Landcare Network 5. Best practice collaboration model document developed 6. Best practice collaboration model supporting toolkit developed	1. Provide input re data collection for NRC baseline study 2. Work with JMC to develop response and process for utilisation of report. Report released February 2017, presented to LNSW Council 3. to 6. Some preparatory work commenced meeting NRC 9 March 2017. Meeting held with LLS and LNSW 18 October 2017- Partnership surrounding NLP2 commenced – statement of partnership form LLS and LNSW Chairs circulated
Engage with Australian Government and Regional Landcare Facilitator project 1. Initial meeting with Australian Government representatives to clarify RLF relationship expectations and interactions with LLCI 2. Regular update meetings/briefs with Australian Government	1. Initial engagement of Australian Government representatives a. Meeting with RLFs and Russ Glover at NSW conference – presentation on program and RLF involvement September 2015 b. November 2015; involvement in LLCI assessment process (Rus Glover) c. Involvement in Initial Induction Workshop March 2016 (Mike Miller Sarah Gowland) d. Initial meeting of RLFs and Contract Managers at Stockton 2016 e. Attend NLP2 launch – Anabranch Tamworth 28 September 2017 f. Attend NLP2 briefing Sydney 13 October 2017 2. Follow up engagement with AG representatives through

	a. National RLF Forum May 2016, May 17 b. Engage AG reps at LNSW Council meetings August 2015, November 2015, February, May, August and November 2016; invitations but nil attendance since then c. 1:1 with Rus Glover re intention of RLF post 2018
Opportunities to value-add program through collaborative partnership 1. Identify external stakeholders and potential partners to engage with 2. Develop strategies for value adding on the investment of other bodies 3. Engage with departments including DPI and Local Government NSW	1. Partnership Involvement a. EDO NCT OEH LLS re involvement in LNSW led Biodiversity Forums (8) and 1 webinar January – September 2016 b. LLS, Southern Cross Uni and ET re development of Blockies Project submission c. Engagement with CSU and Sydney University Collaboration Project d. Engagement with ET volunteer Study 2015-2016 e. Development of ET research proposal with Alan Curtis CSU, Dr Neil Byron re Community of Practice March 2016 f. National Landcare Network – LNSW input and contribution to Members Council meetings August, November 2015; February, May, September and November 2016. Monthly teleconferences 2017, and meeting 21 and 22 November 2017 Contribution to policy and program development g. Hunter Local Land Services contract to assist groups with additional governance support h. Present at UNE conference 7-8 May 2017 i. Input NRC Risk Area Identification 30 May 2017 j. Input to Environmental Trust stakeholder meeting 15 February 2017 k. Present at Wild Dog Action Plan Steering Committee 25 May 2017 l. Obtain Landcare position on State Pest Animal Committee June 17, attend meetings 29 Aug 17, 9 Nov 17 m. Coordinate Landcare input to NRC Catchment Action Review 25 August 2017 n. Biodiversity Conservation Trust part delivery through LLCs – initial discussion held o. Aboriginal Landcare – Follow up post Muster meeting Sydney 5 February 2018
NSW Landcare and Local Land Services Conference and Awards 1. Identify host region for 2017 Conference and Awards 2. Engage with Landcare Australia Limited to determine award categories	**2015 State Landcare and Local Land Services Conference** Launch of LLCI program Information display , factsheets, presentation Signing of MOU Conference debrief Orange 8 September 2016

3. Confirm financial contributions from Landcare Australia Limited 4. Develop and establish program for 2017 NSW State Landcare Awards 5. Engage with host region to assist in the development of conference 6. State level organisation for awards component of Conference 7. Assist in the facilitation of conference – work list to be detailed 8. Establish/Investigate process for ongoing conferences 9. Prepare and facilitate 2019 Conference and Awards	**2017 State Conference and Awards** 1. Collaborate with LLS re determination of host 2. LLS lead 3. LLS lead 4. LLS lead 5. Involvement via teleconferences 4 November 2016 Attend initial meeting Albury 29 November 2016, and all teleconference meetings 6. LLS lead – contribute to teleconference 7. Commenced 8. Commenced 9. Completed - 2017 Conference and awards held in Albury 25-27 October 2017. EOI distributed

Section 2: Report on Outputs

Under the Local Landcare Coordinator Initiative Landcare NSW is responsible for a number of outputs. These can be broadly defined under 2 categories, the Community of Practice; and Communications and Systems support. An update of outputs delivered for each of these is provided below

Community of Practice

Attendance and Contribution to Regional Scale Activities and Events

Landcare NSW have supported the Local Landcare Coordinators and their host organisations through attendance at Regional Scale events, to provide information on the program and other opportunities that are current.

Region	Regional Scale Activity or Event	Date
Central Tablelands (CTLLS)	Biodiversity Regional Forum - Orange	1 June 2016
	Regional CoP meeting	17&18 August 2016
Central West (CWLLS)	Central West NRM Working Group meeting	12&13 December 2016
	Central West partnerships forum presented by C McCulloch	28 February 2017
Greater Sydney (GSLLS)	Biodiversity Regional Forum – GSLN	14 June 2016
	Regional Event and AGM - GSLN	27 August 2017
Hunter (HLLS)	Biodiversity Regional Forum Newcastle	17 June 2016
	Webinar and RCOP event	20&21 June 2017
LachLandcare (part SELLS, CTLLS, CWLLS, RLLS)	LachLandcare AGM – Young – present	4 November 2015
	LachLandcare Partnership meeting and AGM - Forbes	23 November 2016
Murray (MLLS)	Meeting Murray Regional Collective - Barroga	28 January 2016
New England North West (NTLLS & NWLLS)	Biodiversity Regional Forum Glen Innes	16 June 2016
	Biodiversity Regional Forum – Narrabri	23 June 2016
	NENW Landcare Adventure - Armidale	4&5 May 2017
North Coast (NCLLS)	NCRLN Regional Forum	17-19 October 2016

	NCRLN Gathering	1 November 2017
Riverina/Murrumbidgee (RLLS)	LLCI information workshop – Griffith	7 October 2015
	Biodiversity Regional Forum - Tarcutta	21 June 2016
	Riverina Get together – Cootamundra	23 March 2017
South East (SELLS)	Biodiversity Regional Forum & SE Muster Braidwood	20&21 June 2016
	SE Regional CoP Kioloa	15&16 November 2016
	SE Regional Forum & SE Muster Braidwood	22&23 May 2017
	SE Regional Mini Muster	22 - 24 November 2017
	Goulburn South East Champions Event	29 November 2017
Western Landcare (WLLS)	Western Landcare Inc – Broken Hill	25&26 May 2016
	Western Landcare Inc – Cobar	18 November 2016
	Western Landcare Inc Regional Conference	4/5 August 2017
Oceanwatch		

RLF - Regional Community of Practice Training Project

The Regional Landcare Facilitator (RLF) Community of Practice training project provides the Landcare community in each of the 11 LLS regions with a $15,000 budget, available to be utilised through the period from 1 July 2016 to 30 April 2019. This is facilitated through the RLF to provide regional scale training events targeted to the specific needs of the LLCI and their host organisations.

Region	Training Type	Date	Allocated
Central Tablelands (CTLLS)	Social Media	20 March 2017	$5,000
Central West (CWLLS)	Stakeholder Mapping	7 November 2016	$2,446
	Youth Engagement	March 2017	$1,375
	Social Media Training, Policy and Plan Development	30 August 2017	$3,000
Greater Sydney (GSLLS)	WHS In Safe Hands	February 2017	$2,500
	Public Speaking	February 2017	$1,375
	Media Skills	November 2017	$3,500
	Effective Communication		$2,950
Hunter (HLLS)	Grant Writing Workshop	September 2017	$2,000
LachLandcare	N/A		0
Murray (MLLS)	Facilitation, Partnerships, Community Development, Leadership Training (Murray and Riverina combined) -	10-13 November & 1-3 November 2016	$10,000
New England North West (NTLLS)	Strategic Planning workshop and follow up - *NENW Network Chairs*	6 October 2016	$3,000
	Evaluating Practice Change	15 December 2016	$1,130
New England North West (NWLLS)	Strategic Planning workshop and follow up - *NENW Network Chairs*	6 October 2016	$3,000
	Media Training for Landcare Coordinators	05 September 2016	$1,500
	Social Media		$1,575
North Coast (NCLLS)	Professional Training/Personal development for coordinators and committee	18 October 2016	$5,000
	Passion Mashing	September 2017	$5,000
Riverina/Murrumbidgee (RLLS)	Facilitation, Partnerships, Community Development, Leadership Training - (Murray and Riverina combined) -	10-13 November & 1-3 November 2016	$10,000
	Social Media training	September 2017	$5,000
South East (SELLS)	Network Capacity, Connectedness and Wellbeing	22 November 2017	$3,000
Western Landcare (WLLS)	Governance training	February 2017	$2,955
	Presentation Skills and Social Media	9 May 2017	$4,029
	Facilitation and Conflict Resolution	15 August 2017	$3132
Oceanwatch	N/A		

Targeted Support from Landcare NSW

Landcare NSW provides targeted assistance to Landcare Networks and Regional Landcare bodies to develop skills or provide troubleshooting assistance. This can be provide via Landcare NSW staff or via external consultants.

Region	Regional Scale Activity or Event	Date
Central Tablelands (CTLLS)		
Central West (CWLLS)	LLCI application planning meeting	29 September 2015
Greater Sydney (GSLLS)		
Hunter (HLLS)	Regional Landcare meeting re LLCI bid - Paterson	16 September 2015
	Hunter RCoP – Annual plans meeting x 2 Mid Coast to Tops & HRLN	1 June 2016
	Meeting HRLN planning and systems ; budgeting	6 July 2016
	Ongoing assistance and support re financial systems	August – October 2016
	RCOP Annual Case studies– teleconference x2	10 &14 October 2016
	Gateway Training and support	13 February 2017
	Hunter Health Checks, Financial Support	July – September 2017
	MC2Tops meeting	12 December 2017
LachLandcare (part SELLS, CTLLS, CWLLS, RLLS)	Post LLCI assessment review meetings LachLandcare Inc , Yass Area Network	4 & 5 November 2015
Murray (MLLS)		
New England North West (NTLLS & NWLLS)	Post LLCI assessment review meetings NT– Glen Innes	14 December 2016
	LLCI reporting review meeting	15 July 2016
	Meeting with GBLC exec re annual plans	26 August 2016
	Roadshow to all 4 host orgs in NW re reporting and program	30-31 August 2016
	Governance training North West Plains Sustainability Group	31 August 2016
	NENW re Wild dog issue	29 March 2017
	Gwymac	4 July 2017
	Governance Workshop (NW)	11 October 2017
	NT RCOP meeting	6 November 2017
North Coast (NCLLS)	Richmond Landcare post LLCI assessment review negotiations	3 February 2016
	Macleay Landcare HR support ; teleconference, research and assist re response	August-November 2016
	Macleay - assist with review of projects budgets and plans	August 2016
	Hastings support meeting – Coordinator and committee	31 May 2016, 8 October 2016
	Hastings workshop – Julia Telford ; Governance S Williams	11 November 2016
	Clarence Landcare – governance support, WHS service providers	13 December 2017

Riverina/Murrumbidgee (RLLS)	Post LLCI assessment review meetings Harden, MLi	2 and 3November 2015
	MLi staff and committee re systems and engaging district networks	23 August 2016
	MLi support re resignation of EO	June 2017
	MLI Coordinator meeting, staff workshop, committee support , auditors	19-20 July 2017
	MLI LLS meeting re RLF and projects - teleconference	12 September 2017
	MLI Teleconference follow up with Holbrook re assisting MLI	5 October 2017
South East (SE LLS)	Teleconference at CoP re reporting/case studies	15 September 2016
	HR support re Landcare Coordinator resignation	October 2016
Western (WLLS)	LLCI application planning meeting	29 September 2015
Oceanwatch		

1St State-wide Training Event

Landcare NSW coordinated the first of the state-wide training event to be held under the LLCI. The theme of Share Learn and Connect underpinned delivery across the two day event which was held at Stockton in March 2016, and attracted 170 participants, including host organisation representatives, Local Landcare Coordinators (employed under LLCI and from other programs), Regional Landcare Facilitators, and Local Land Services staff.

This was an important opportunity for the Coordinators and their hosts to learn about what's expected of them as part of the LLC Initiative, to develop stronger Landcare Networks, and to build upon the partnership between Landcare and Local Land Services. This Induction Workshop was the first of three workshops planned for the Local Landcare Coordinator Initiative across the life of the program.

The goals for the workshop were to:

Learn about the program and contribute to building its value and legacy

Understand the requirements of the program for host organisations and Coordinators

Undertake training to build the capacity of groups or networks

Share ideas, tools and experience and;

Network to build regional and state-wide relationships.

The Induction Workshop utilised many different formats such as: small group sessions, interactive training, Q&A sessions, plenary talks and team building. Key speakers included Tim De Mestre, Alex Anthony, Kate Andrews (LLS), Rob Dulhunty, Sonia Williams (LNSW) and Julia Telford (Engage & Create Consulting).

Topics included*:*

- Program requirements - milestones and reporting, monitoring and evaluation, and communications protocols
- Building a community of practice
- Mapping the roles in your region – how might it work?
- Developing partnerships
- The Landcare Trust project
- Generating ideas and value-adding to the program

Training included:

- Governance – financial; committee roles & responsibilities; constitution; employment/industrial relations
- Media and communications
- Gateway portal
- Financial management and reporting
- MERIT
- Strategic and action planning
- Understanding people & facilitation techniques

A full report on the Induction Workshop can be found at http://www.landcare.nsw.gov.au/local-landcare-coordinator-initiative/induction-and-training-workshop-march-2016

2nd State-wide Training Event

Landcare NSW, in collaboration with the Landcare Support program manager coordinated the second state-wide event, held on 21 June 2017.The objective for the 2nd State-wide meeting webinar was to provide an opportunity for participants to:

- Learn about the progress of the project
- Increase skills and understanding on aspects relating to achieving LLC Initiative objectives from a range of speakers
- Provide individual and regionally based feedback and input to the future direction of the current program
- Contribute ideas on building a case for supporting Landcare into the future

A further objective was to test the capacity and suitability of using remote video conferencing, webinar and e-meetings to value add to Landcare's organisational, communication and skill development needs. While teleconferencing and some video-conferencing have been available for a number of years, uptake by Landcare has been limited.

Landcare NSW and Local Lands Services (LLS) organisers conducted the event as a webinar from the Sydney location of Redback Conferencing (Webinar contracted providers) and participants logged in from 10 regional locations.

In total 134 people participated in the event, being Local Landcare Coordinators, host organisation representatives, Regional Landcare Facilitators, Local Land Services staff (regional), as well as the representatives of the Joint Management Committee for the LLCI, and state level LLCI staff.

To ensure the webinar technology was used in a most interactive way, a diverse agenda format was selected. The event was split into 3 sessions and supported by live questions through a chat box facility.

1. Morning - live webinar featuring a mix of live and pre-recorded information sessions, providing an update on the progress of the LLCI, plus information sessions
2. Middle - A formatted regional facilitated session run by RLF to review LLCI program evaluation and nominate questions and issues (off line)
3. Afternoon - A question and answer live panel via webinar with key members of Local Land Services and Landcare NSW management staff

All sessions were recorded and are available on the gateway website https://landcare.nsw.gov.au/local-landcare-coordinator-initiative/nsw-llci-second-state-wide-webinar-june-2017/

Overall the webinar was deemed a success, with many participants valuing the ability to link to a state-wide meeting without the need for excessive travel. However, there were a number of key learnings that will be utilised in designing and delivering future events.

A report on the Webinar, responses to the questions raised and feedback from the LLCI mid-point evaluation session, have been complied and are available on the Gateway website.

2017 NSW Landcare and Local Land Services Conference

Landcare NSW program staff assisted the Landcare Program Manager with the delivery of the 2017 NSW Landcare and Local Land Services Conference and State Landcare Awards, which were held in Albury 25-27 October 2017.

The hosting of the Conference and Awards biennial event is outsourced to a region – Murray Landcare and Murray Local Land Services being the host region for 2017. Landcare NSW assisted in the organising of the event through its involvement in the Steering Committee for the Conference.

The Conference was considered an outstanding success with 344 delegates which included 68 Local Land Services staff, 67 Landcare groups representatives, 8 education providers, 17 government agencies, 13 Indigenous group representatives and 32 other organisations. This was a key outcome for the program in bringing Landcarers and government together to connect, share and learn.

Muster

Landcare NSW held its biennial Muster in association with the State Conference – providing an opportunity for grassroots Landcarers to contribute to the work and direction of Landcare NSW. Of particular relevance to the LLCI were sessions held on LLCI post 2019, RLF, NLP 2 and the Local Land Services/Landcare partnership.

Trade display

Landcare NSW manned a display booth throughout the conference, showcasing the role and services Landcare NSW provides. In addition, Landcare NSW contributed to the joint stand with Local land Services to promote the refreshed Gateway and provide information and assistance to users.

Presentations

The conference was addressed by the Chairs of Landcare NSW and Local Land Services who highlighted the progress made on the partnership between Landcare and Local Land services that had been achieve at the state scale and that was being progressed at the regional scale.

A presentation on the progress and achievements of the LLCI against the “roadmap” established for the program was delivered by the Landcare Program Manager, State Landcare Coordinator and State Landcare Facilitator, with input from a number of host organisation representatives and coordinators. A copy of the presentation can be found at https://landcare.nsw.gov.au/local-landcare-coordinator-initiative/updates/

Session for LLCIs and hosts

The conference provided an opportunity to update RLFs, Coordinators and host organisations on upcoming activities of the LLCI program. A short session was held to answer questions that participants had about the program and about the upcoming NLP2 and what this may mean.

LLCI - Evaluation

The conference also provided an ideal opportunity to contribute to the LLCI mid point evaluation. Throughout the conference participants were given the opportunity to provide their input to a series of evaluation questions to ascertain the impact of the LLCI program. The interviews were recorded and can be viewed at https://vimeo.com/247427931

Support Materials

Under the program Landcare NSW maintains existing and develops new tailored support materials for use by Landcare groups and networks. These materials can be accessed via www.landcarensw.org.au

Existing Resources - Reviewed and Updated to 31 December 2017

Governance Checklists	**Templates**
Governance Health Check for Landcare Groups	Template 01: WHS Assessment for Landcare Events
Governance Health Check for Landcare Networks	Template 02: WHS Assessment for the Landcare Office
Factsheets	Template 03: WHS Induction for Landcare Groups
01: Duties of Office Bearers	Template 04: Social Media Policy
02: Social Media in the Workplace	Template 05: Grievance Policy
03: 4 Golden Rules of Facebook	Template 06: Conflict of Interest Statement
04: Record Retention	Template 07: Delegation of Authority Policy
05: Asset Register	Template 08: Credit Card Policy
06: WHS checklist for the office	Template 09: Privacy Policy
07: Working with Children	Template 10: Vehicle Use Policy
08: Attracting and Working with Volunteers	Template 11: Employment Policy
09: DGR Status	Template 12: Financial Management Policy
10: Running Efficient Meetings	Template 13: WHS Policy
11: Privacy Act and Landcare Records	Template 14: Records Management Policy
12: Delegations of Authority for Landcare Groups	Template 15: Consent Form for Landcare Groups
13: Starting a Landcare Group	Template 16: Communications Policy
14: Do I have a conflict of interest?	Template 17: Copyright Policy
15: Superannuation Obligations for Employers	Template 18: Terms of Reference for Sub-committees
16: Winding up an Incorporated Group	Template 19: Private Vehicle Use Policy
17: Working from home issues for Landcare	Template 20: Project Management Agreement
18: Twitter for Landcare Groups	Template 21: Volunteer Agreement
19: Tips, tricks and tools	Template 22: Confidentiality Agreement
20: Map of Landcare Framework	Template 23: Code of Conduct for Landcare Groups
21: Grant seeking for Landcare groups	Template 24: Sun Protection Policy
22: A-Z Governance Directory for Landcare	Template 25: Equipment Hire Agreement
23: Incorporated vs. Companies Ltd by Guarantee	Template 26: Employment Agreement
24: Financial Review vs. Audit	
25: Registering a Landcare Uniform	
26: Glossary of Accounting Terms for Committees	
27: Acronyms Glossary for Landcare	

Resources Developed 1 July 2015 to 31 December 2017

Toolkits & Information Sheets	**Templates**
Landcare Employment Toolkit	Template 27: Landcare Meeting Agenda
Landcare Communications Toolkit	Template 28: Landcare Meeting Minutes
Membership and Insurance Program	Template 29: Basic Landcare Event Evaluation
	Template 30: Independent Contractor Agreement
	Template 31: Conflict of Interest Policy
	Template 32: Employee Performance Review Template
	Template 33: Health & Safety Issue Report
	Template 34: Health & Safety Issue Register
	Template 35: Incident & Near Miss Report Template
	Template 36: Landcare Event Sign On Sheet
	Template 38: Interview Question Template

Factsheets 28: Not-for-Profit or Charity status & Tax Concessions 29: Roles and Responsibilities 30: Insurance for Landcare Groups 31: Membership Status for Landcare Groups	**Reporting Templates** Annual Implementation planning template Online case study template Report Card 1 – Membership and Governance Report Card 2 – Organisation Capacity Survey
Presentations Landcare in the bigger picture Landcare Support in NSW Local Landcare Coordinator Initiative Overview Dubbo to Orange to Albury and Beyond – the Roadmap of the LLCI	

Utilisation of Support Resources

Under the LLCI an outcome is to improve the capacity of the host organisations. This is monitored via Report Card 1. To complete the Report Card, groups were asked to self-assess against the Governance Health Check for Landcare Networks to ascertain their understanding and adoption of governance matters. Each group submitted their "scores". Upon submission of the next Report Card, the score will be analysed to determine if improvements have occurred at both the individual host scale and analysed to determine improvement levels within each host and across regions.

Organisations were also asked to identify three areas they would concentrate on in the upcoming year, based upon the needs identified form the Health Check. This data is being collated to determine if there are common topics that the Community of Practice can provide support to; and also, if there are any commonalities within regions so as to alert the RLF to consider undertaking regional based training.

Host organisations were asked to comment on any governance improvements undertaken to date because of the LLCI program.

> *We have strengthened our policies and procedures and are undertaking a review at alternate meetings. We have a wider variety of contributors to the make-up of the Committee and a greater awareness of finances and what funds relate to particular projects or focus areas*
>
> *Landcare NSW support services and systems has provided a great foundation and auditing tools for the LLCI to fill governance gaps and improvement opportunities for the host organisation and sub groups within the network. The identification of many improvement initiatives would not have necessarily been identified, nor resourced without the LLCI program*
>
> *We have more meetings. Minutes and communication are improved. We have written policies in place. We have a strategic plan, including an action plan.*
>
> *We have found the LLCI process to be very helpful, and having a fresh set of eyes, ears & headspace has also helped us look beyond today. The Organisational Health Check for Landcare Networks has been a great method of bringing the Board along the Corporate Governance pathway and makes it more accessible and 'do-able'.*

A second Report Card 1 was released and due for completion by 1 December 2017. This Report Card was populated from the first Report Card in 2016 and asked specifically to provide some indication of organisational improvements around governance since the first Report Card (Appendix 3).

Insurance

A new Insurance program for Landcare groups in NSW was established under the Sustaining Landcare project. During the period 1 January to 31 December 2017, information materials and processes to support the promotion and uptake of this insurance program were developed and delivered under the Community of Practice component of this project.

The Insurance program was open to any incorporated group becoming a member of Landcare NSW. An unexpected result of the insurance process was the demand created in governance support for groups and particularly networks to understand their own constitutional membership arrangements and the support arrangements and risk profile encountered in their support extension to unincorporated groups.

This necessitated seeking legal advice to clarify membership and risk profiles; with a resultant fact sheet developed to guide groups. A review of groups and networks constitutions showed a need to develop 'template' constitutions that could be adopted by networks and groups – this is a major focus of work over the upcoming months.

Communications & Systems Support to Landcare in NSW

Under the Local Landcare Coordinator Initiative Landcare NSW provides communication across the Landcare community in NSW. It utilises a number of mechanisms to provide this, and an overview of outputs is provided below.

NSW Landcare Gateway website

Landcare NSW has responsibility under the LLCI for maintaining and enhancing the NSW Landcare Gateway, which had previously been developed and maintained by DPI under the 2011-2015 Landcare Support Program.

The NSW Landcare Gateway is a central website designed for use by Landcare Groups and Networks, on which they can post information on events activities and projects, and provide a link to any independent website maintained by their own group, or group maintained Facebook page. The Gateway is also used to provide information that is generally of use and interest to Landcarers.

The LLCI has utilised the Gateway website as the shared reporting and communication channel for Landcare NSW and Local Land Services on the Local Landcare Coordinator Initiative. The Communications Officer has established logins for LLC's and supported users (LLC and others) with a help line.

During the period to 30 June 2017 Landcare NSW undertook a major "housekeeping" exercise to contact all listed users, verifying and supporting, remove spam users and redundant group pages.

During 2017 a major redesign of Gateway was undertaken with overall layout refreshed and improved functionality for groups. In particular the ability to link individual groups to district networks and regions was improved. The upgrade was launched at the 2017 NSW Landcare and Local Land Services Conference and users were supported through the delivery of a Webinar in November 2017, outlining the changes. The recording form the webinar can be accessed via the Gateway website - https://landcare.nsw.gov.au/local-landcare-coordinator-initiative/gateway-webinar-nov-2017/

In addition, a number of video help clips were developed for use in the webinar and beyond, and can be accessed at https://landcare.nsw.gov.au/help/

Regions, Districts and Groups are responsible for maintaining their own pages, and a focus over the coming months will be to promote the importance of groups maintaining an up to date and interesting presence on the Gateway – as the "one stop shop" for Landcare in NSW.

Pages maintained by Landcare NSW

Front page – headline news, carousel

Gateway help pages – all reviewed and updated as required; additional pages added as needed

Pages established:

LLCI –Information Pages

LLCI reporting pages per host organisation

Case Studies

227 case studies were submitted with 219 endorsed as of 31 December 2017, taking the total case studies up to 424 (at Appendix 1).

The case studies provide a rich collection of stories showing the diverse nature of Landcare and the achievements being made by the groups for their communities and the environment. The case studies have been reviewed and categorised for use by the Landcare Trust project, and for other communication tasks. Some groups have also recognised the value of the case study tool and are using it for non LLCI project reporting and promotion.

Usage Statistics

Utilising Google Analytics usage of the Gateway across the period can be determined.

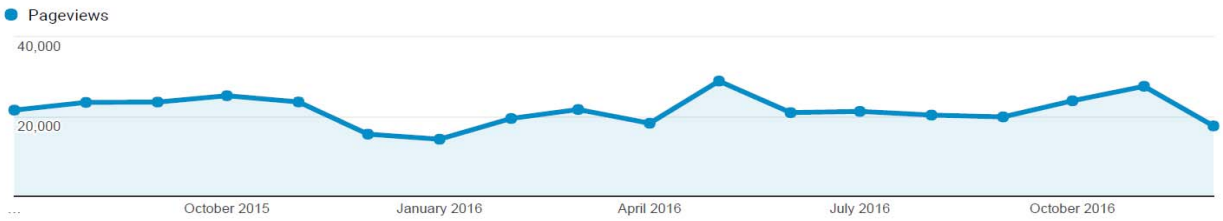


Fig 2 Google Analytics for the period 1 July 2015 and 31 December 2016

Across this 18-month period there were 387,239 individual views of various gateway pages, (i.e. the number of times a page was viewed – includes multiple views of the same page by the same user in a single session) and there were 137,580 unique page views (only counting a page once per user in a single session regardless of how many times the user visited the site in that session). This equates to an average of 7600 unique pages viewed per month. The spike in use in May 2016 and November 2016 corresponded with the due date for reporting, via the gateway portal, by the host organisations.

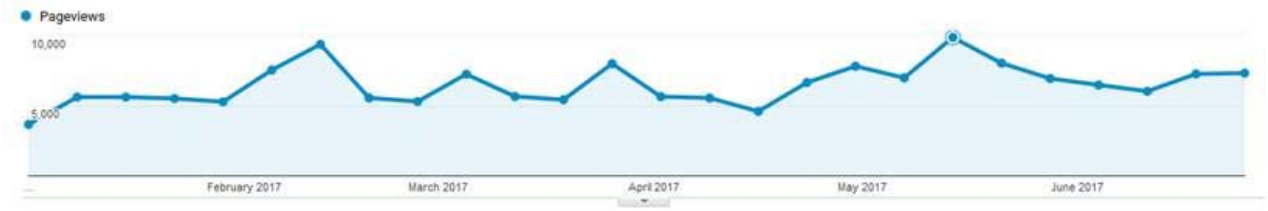


Fig 3 Google Analytics for the period 1 January 2016 to 30 June 2017

Across this six-month period there were 168,483 individual views of various gateway pages, (i.e. the number of times a page was viewed – includes multiple views of the same page by the same user in a single session) and there were 59,336 unique page views (only counting a page once per user in a single session regardless of how many times the user visited the site in that session). This equates to an average of 9800 unique pages viewed per month. The spike in use in May 2017 corresponded with the due date for reporting, via the Gateway portal, by the host organisations.

The usage (as calculated on the average unique pages viewed per month) has increased by 29% for this six month period indicating an increase in usage of the Gateway.

Fig 4 Google Analytics for the period 30 June 2017 to 31 December 2017

Across this period there were 122,861 individual views of various gateway pages, (i.e. the number of times a page was viewed – includes multiple views of the same page by the same user in a single session) and there were 53,658 unique page views (only counting a page once per user in a single session regardless of how many times the user visited the site in that session). This equates to an average of 10,700 unique pages viewed per month.

These figures indicate that for this current reporting period (six months to 31 December 2017), the increased levels of usage, seen in the previous six month period has been maintained.

Other statistics that show how the site is utilised, and changes over time are provided in Table 1. During the period to December 2015 Gateway was supported with 1 EFT supplied by DPI and 0.4 EFT from Landcare NSW. During this time, many items/groups were added by the DPI support person on behalf of the group. Post this period, the support from DPI ceased, with Landcare NSW continuing with 0.4EFT. All group content is now added directly by the groups rather than a central support person.

The figures show the increase of usage in the Gateway for the two current six-month periods compared to the 18 month period of the initial report; , particularly in relation to the posting of events and activities, with the number added per month nearly doubling, rising from 7 to 13.

Month	News Items added	Events/Activities added	Groups added
July 2015	5	12	74
August 2015	31	0	3
September 2015	5	7	4
October 2015	4	12	3
November 2015	3	7	11
December 2016	5	2	10
January 2016	13	2	0
February 2016	9	17	1
March 2016	4	9	1
April 2016	11	12	0

May 2016	13	4	1
June 2016	12	7	0
July 2016	7	3	0
August 2016	14	7	1
September 2016	14	6	2
October 2016	11	5	1
November 2016	10	12	0
December 2016	2	1	2
Total 18 months	**173**	**125**	**114**
Av per month	**9.6**	**6.9**	**6.3**
January 2017	2	1	1
February 2017	12	30	3
March 2017	8	22	7
April 2017	8	6	1
May 2017	28	27	2
June 2017	5	8	1
Total 6 months	**63**	**94**	**15**
Av per month	**10.5**	**16**	**2.5**
July 2017	3	9	1
August 2017	6	14	2
September 2017	8	21	11
October 2017	6	8	7
November 2017	25	26	7
December 2017	12	1	0
Total 6 months	**60**	**79**	**28**
Av per month	**10**	**13**	**13**
Total 30 months	**296**	**298**	**157**

Table 1 Monthly Statistics – Items added to Gateway

Landcare NSW Website

The Landcare NSW website provides information on the work of Landcare NSW. The LLCI project contributes content to the Landcare NSW website on the LLCI project generally. It also provides the access point for member services products.

Regular communications

Monthly E Bulletins

Provides information to Landcare groups and networks on opportunities and news from other partner organisations

30 bulletins to 31 December 2017, delivered via Mail Chimp. The distribution list has increased from 95 as at 31 December 2016 to 201 key contacts, who further distribute the e-bulletin in through their networks.

LNSW newsletter – The Advocate

Provides news on the work of Landcare NSW. Contains a regular update on the Local Landcare Coordinator Initiative.

Issues: January 2016, May 2016, June 2016, September 2016, November 2016, February 2017, May 2017, August 2017 and November 2017 delivered as a pdf attachment via email - distribution list of 1026 recipients. Copies of the Advocate Newsletter can be found at http://landcarensw.org.au/publications/the-advocate-newsletter/

Customer Relationship Management System – Salesforce

Landcare NSW established a CRM using Salesforce in 2012. This is utilised in the LLCI program as follows:

Enquiries & Case Management

Landcare NSW receives a wide range of calls and emails seeking information on a variety of issues and topics. Enquiries are logged within the Salesforce, and allocated to the most appropriate staff member for response.

From 1 July 2015 up until 31 December 2016, 268 cases were logged, an average of 14.9 per month.

From 1 January 2017 to 30 June 2017 a further 248 cases were logged, an average of 41.3 per month, nearly a threefold increase over the previous reporting period. A large proportion of these requests were related to the insurance program roll out.

From 1 July 2017 to 31 December 2017 176 cases were logged, an average of 15 per month.

A list of these cases is attached at Appendix 2a.and 2b, with the most recent cases attached as Appendix 2c.

Building the database of Landcare Groups in NSW

Utilising the LLCI application process, Landcare NSW has updated its data on groups, their current executive contacts and relationships between groups at the district and regional levels. However, as the base listing of groups in NSW came via a DPI Gateway import, many groups still require confirming and data matching. The current known listing as at 31 December 2017s is supplied at Appendix 4.

This is a work in progress, which is being enhanced through the annual report cards submitted by groups, under the LLCI. Landcare NSW has worked with IT providers to ensure that the design of the annual report cards will automatically feed to the Salesforce database – minimising future staffing requirement re data input. It will also allow for “dashboards” to be produced re groups’ membership and other trends.

The hierarchy of groups produced under this reporting has been utilised to redesign the layout of the Gateway groups listing, that of a nested arrangement, with regional groupings of District Networks and individual local or interest based groups.

A base map of Landcare Regions has been developed based upon this information and is provided on the following pages as Figure 5. This map will be refined from user input over the upcoming months

Group and project data management

The Salesforce database has been configured to record interactions with groups and networks, and to track involvement with projects, campaigns and events. This allows Landcare NSW to build over time, a record of group’s involvement with Landcare NSW based activities.

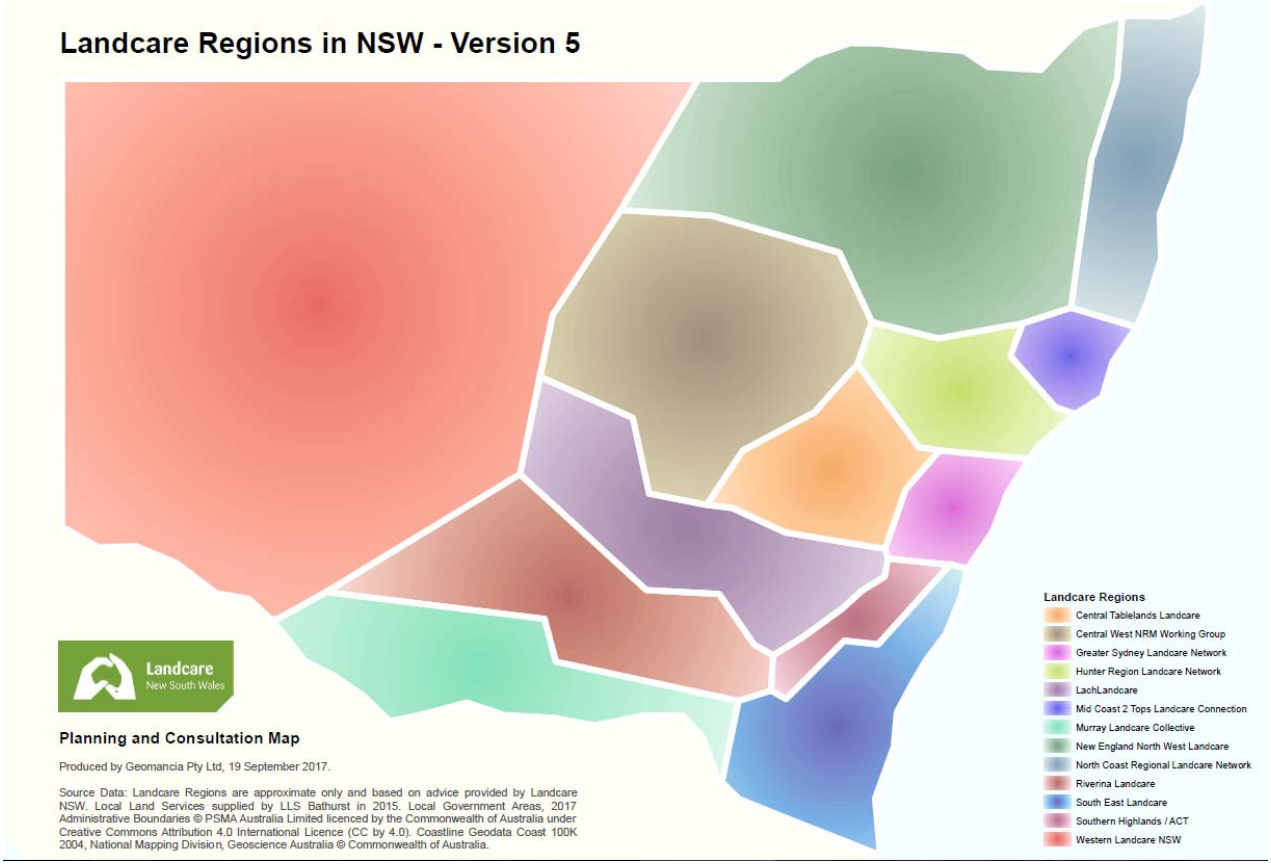


Figure 5 Landcare Regions in NSW Version 5 – for Consultation

Section 3: Discussion on Project Progress

This section provides a short discussion on the progress of the project, including discussion of problems encountered and actions to remedy. Progress on the project has occurred in two distinct phases.

Progress Report 1

Phase 1: 1 July 2015 to 31 March 2016

Following the advice to the Minister by the Natural Resources Commission on the design and implementation of the Local Landcare Coordinator Initiative, Landcare NSW was provided with an interim contract to progress the development of the program plan for the LLCI and to continue to provide support to the Landcare community in the transition from the previous Landcare support program that concluded 30 June 2015, that saw the loss of 3.5 EFT of DPI staff working on Landcare at the state level.

Under this contract Landcare NSW employed 2.4 EFT - being a State Landcare Coordinator, Member Services Officer and Communications Support Officer. The State Landcare Coordinator was employed on an interim basis for the period to 31 December 2015, with an open recruitment of the position being undertaken for a 1 January 2016 commencement. The filling of this position on an interim basis allowed Landcare NSW to devote full attention to the project for the commencement, and was crucial in anchoring the development of the Local Landcare Coordinator application, assessment and contracting process, whilst Local Land Services undertook recruitment for the position of Landcare Program Manager who commenced late November 2015.

The absence of a staff resource for Local Land Services that was dedicated solely to the project did create some difficulties, meaning that the State Landcare Coordinator was assisting the seconded Local Land Services staff with duties that would have normally fallen to the Landcare Program Manager. This did however give Landcare NSW a deeper understanding of the opportunities and constraints faced, and provided an opportunity of peer learning between the organisations.

The State Landcare Coordinator, in conjunction with the Landcare NSW Council developed the program plan for the initial six months of the program, under which Landcare NSW also filled the 0.6 EFT Member Services Officer and 0.6 EFT Communications Support Officer on an interim basis until 31 December 2015. Program outputs were delivered against as planned, with a large emphasis on supporting groups through the application process and providing information re HR requirements.

It was envisaged that the transition stage would be complete by end December 2015, however this was extended till 31 March 2016 to allow for the completion of the program plan development, delayed due the late start of the Local Land Services Landcare Program Manager.

To allow for the funding to run the Initial Induction Workshop, a separate contract was provided to Landcare NSW. There were some difficulties encountered with the State Landcare Coordinator having to focus on both the delayed program development work, running concurrently with the planning and delivery of the Induction Workshop. Landcare NSW staff worked significant overtime to ensure that the workshop was achieved and was a success.

During the period from 1 January 2016 to 31 March 2016, Landcare NSW provided support to host organisations with employment advice and supported the development of annual implementation plans with host organisations and their coordinators.

Phase 2: 1 April 2016 to 30 June 2019 – (reporting 1 March 2016- 31 December 2016)

Upon the development of a draft plan Landcare NSW was provided with a contract for the remainder of the program period to 30 June 2019. This allowed Landcare NSW to employ the program staff on contracts for the reminder of the program to provide stability in service delivery to the Landcare community.

The early months of this phase focussed on the development of reporting templates and the use of the NSW Landcare Gateway website as the reporting portal for the program, for both the bi- monthly reports and the case studies required as part of the annual reporting.

Ongoing work on linking the LLCI Group case studies and event and activity entries to their Gateway LLCI reporting page is currently underway auto capture this activity to the six-monthly report, reducing the administration time involved in double handling information.

To facilitate a timely response re reporting, Landcare NSW staff assisted the Landcare Program Manager with reviewing and providing feedback on the six-monthly reporting in June 2016. Landcare NSW significantly underestimated the time this would involve, and staff were diverted from other planned tasks to ensure that all organisations received timely feedback on their annual plans and reports. Similarly, to deal with the review and endorsement of the case studies a number of additional casual staff were engaged.

The development of the annual Report Cards has not been completed within the original schedule – instead additional time has been taken to ensure that these are developed so as to integrate to Landcare NSW's Salesforce CRM as a legacy product that can be continued to be used post the LLCI, to provide meaningful data used for ongoing fundraising and promotion.

During the period from July to December 2016 a number of visits to regional Landcare events and meetings were undertaken to ensure two-way communication on the LLCI could occur, to update Landcarers on the upcoming developments and gain feedback directly from those involved in or supported via the LLCI.

This phase has also focussed on updating the known information on the groups from their LLCI applications, plus reviewing and housekeeping of the NSW Landcare Gateway, in preparation for a major overhaul, particularly in relation to restructuring the alignment of the group level pages to a regional and district hierarchy

Capacity building activities have included presentations at regional and subregional meetings, RLF supported training activities under the Regional Community of Practice training budget of the LLCI, and targeted support to the district or group scale.

Whilst the program has been running for 18 months, it is just coming up to its first year of operation with the Coordinators in place. The upcoming year will be one of consolidating and improving the systems that have been established, whilst also expanding the scope of the program to delivering upon improved partnerships at the regional scale through the "Stronger Together" partnerships project

Progress Report 2

Phase 2: 1 April 2016 to 30 June 2019 (reporting 1 January 2017 – 30 June 2017)

This six-month period was one of both achievements and challenges. This period saw the settling in and delivery by the Coordinators, delivering, not only for their host organisations, but also contributing to the data collected for the overall program.

However, for 14 of host organisations there was a turn-over in employment of the coordinator. Based upon the experience of the Victorian Local Facilitator (Coordinator) program this was not unexpected, however it still created disruption to both the host organisation and program deliverables. As at 30 June 2017 all positions are filled.

Significant issues are also being experienced by some host organisations with the concept that the program is as much about developing the capacity of the host organisations to deliver into the future as it is about supporting current activity through the work of the coordinator. The program has unearthed some areas of concern within some organisations, and the State Coordinator and Member Services Officer have been busy supporting or arranging for external support for a number of organisations to improve governance and or operating systems.

The roll out of the Insurance program, developed under the Landcare Trust project, but delivered via this project proved administratively challenging, however provided a good insight into the structural and governance issues faced by many groups, with work currently underway to support this.

The second state-wide LLCI event for Coordinators and host organisation representatives, which was due to be held in November 2017, was bought forward to June 2017 to accommodate the delayed running of the State Conference, which is scheduled for late October 2017. The event, originally designed as a two-day face to face training and networking opportunity, was held as a single day regionally based event connected via a state-wide webinar. This change was met with mixed reaction however it provided a valuable opportunity to both induct new Coordinators and host organisation committee members, as well as provide updates on the progress of the program, and reinforce the expectations of the program to all participants. It provided a valuable feedback opportunity which will be utilised to adapt the program to address the problems that have been raised.

Reporting and data collection provide a major area of complaint amongst coordinators and hosts, with only 17% of progress reporting submitted as at the date of the seminar. In addition to progress reporting, hosts and coordinators are required to add to the data collection of Landcare across NSW. The issues outlined in the previous progress report re designing a suitable system to cope with the many differences across regions in the way Landcare operates and is managed, are currently being resolved. Report Card 1 had been completed by most organisation, with workarounds developed for those organisations that are regionally based, rather than district based. However as at 30 June Report Cards 2 and 3 were still under development and, in light of the feedback from the webinar, are being re-evaluated to simplify the reporting and data capture requirements.

Despite the webinar and the attendance at several regional scale activities, by the Landcare NSW project staff and the Local Land Services Landcare Program manager, there still appears to be a low level of understanding of the program as a whole, and the advantages that arise from the development of a connected supported Landcare community.

Outcomes at the individual host organisation scale have generally been seen as highly successful, with Coordinators providing much needed and valued support to their community. This support has seen different outcomes in different regions – reflecting the differing structures, stages of development and the make-up of local communities that exists across Landcare in NSW. Outcomes that have been achieved in some regions include: the improved partnerships with Local Government, Local Land Services, and other community organisations, improved communication with members and the wider community, an increase in the level of planning and involvement of members in their organisations activities, and improved linkages to other programs to achieve on ground outcomes.

Progress Report 3

Phase 2: 1 April 2016 to 30 June 2019 (reporting 1 July 2017 – 31 December 2017)

The momentum of the LLCI continued apace – with the focus of program staff moving from working as closely with the coordinators and hosts to tackling some of the programs overarching activities. During this six month period a major focus of the program centred around preparations and delivery of the 2017 NSW Landcare and Local Land Services Conference and State Landcare Awards held in Albury and the upgrade to the Gateway website. In addition the changes resulting from the Australian Government's change to the delivery of NLP2 has required an increased focus on working at the regional scale to ascertain the effect on Landcare support from the regions, and provide support as required

This change in staffing saw the current State Landcare Coordinator move to the role of State Landcare Facilitator (0.4eft), in late November 2017, with the newly appointed State Landcare Coordinator (1.0EFT) commencing in time for the State Landcare Conference in Albury. Whilst the State Landcare Facilitator is concentrating efforts on NLP2, the State Landcare Coordinator is endeavouring to build connections with each Coordinator, networks and Regional Landcare Facilitators to continue to provide support and comprehend the vastly different approaches to Landcare in NSW.

The LLCI program is highly valued by the Landcare community - the video developed from the mid evaluation interviews shows clearly that the program is seen to be making a difference locally. However, whilst activity and outcomes at the local scale continue to be outstanding, involvement in program actions remains variable. The release of a second round of Report Card 1 and Report Card 2 has been met with mixed response. Around two thirds of host organisations dutifully submitted Report Cards when asked to by the due date, but there were a number who either had problems with the unique link (potentially a LNSW issue) and those who have since required prompting to finalised and submit this information. On our more positive note, virtually all host organisations submitted the full quota of case studies to the Gateway for 2017, highlighting recent events, activities and projects. These case studies showed a vast improvement in quality from the first year as potentially they were able to read other case studies and receive feedback from the program. It is promising to see that the Landcare support network is understanding the need to provide these as a way of 'telling the Landcare story'. A state-wide webinar to increase understanding on using the Gateway website was hosted by LNSW in November 2017. The information sessions were uploaded as "how to" videos onto the Gateway so others could access later, as many Coordinators joining in the webinar experienced internet problems.

Information gathered via the report cards and from interviews and workshops conducted as part of the mid term review process are being utilised to build a case for the ongoing support of the LLCI beyond its scheduled cease date of 30 June 2019.

With the uncertainty of Landcare support resulting from the changes in NLP2, the submission under development is for the State program to fund not only the current LLCI positions but expand this to ensure the capacity built up under the current program is not lost. In particular the program has suffered from the lack of regional scale positions linked into the program, and the NLP2 changes are likely to see the sole regional Landcare position (the RLFS) being re-tasked away from the limited program support they are currently providing.

Key Observations

Key Observations: Progress Report 1 – 1 July 2015-31 Dec 2016

From all the interactions undertaken over the past 18 months it is apparent that there is wide variation across the state and between regions in the operation, structure and capacity of Landcare. Landcare NSW is continually having to adapt all manner of activities – from data collection, communication channels, utilisation of exiting local or regional support etc., - in determining the best way to deliver and support groups and networks through the LLCI.

The absence of a regional delivery and support position fully linked into the LLCI (which is a significant difference between the NSW program and the Victorian program on which it is modelled), is proving a challenge in ensuring that sufficient support can be supplied in the regions where it is needed most.

Key Observations: Progress Report 2 – 1 January 2017– 30 June 2017

For all host organisations, the provision of a Local Landcare Coordinator has seen increased activity and outcomes for local groups. However, the uptake of processes and activities designed to help organisations meet the broader outcomes of the LLCI is highly variable within and across regions.

The state-wide staff accept that there are many facets of the program that can be improved and are working to do so, the reality remains that this is a development program and it was always anticipated that difficulties would occur.

Whilst the significant difficulties in rolling out a state-wide program to a Landcare community that has a wide variation in operation models, structures, and capacity, have impacted greatly on delivery, the variable uptake and the degree of "buy in" to the overall objectives of the LLCI in many cases comes down to the level of support and leadership shown at the regional scale by Regional Landcare Facilitators, Landcare NSW Councillors, Landcare Regional Chairs, and key regional Local Land Services staff. If the program is to achieve success it is important that there is a refocus to ensuring this key cohort are well connected and supported, so that the program does indeed have the regional reach that the last progress report identified as a key missing piece for improved delivery.

Key Observations: Progress Report 3 – 1 July 2017– 31 December2017

The combination of delivering program scale activities and support to individual regions districts and groups has resulted in a rethink of the staffing for the program, with the creation of a new part time role (State Landcare Facilitator) to deal with regional and state scale partnership opportunities, allowing the State Co-ordinator to retain the focus of working with LLCI coordinators and host organisations.

For all host organisations, the provision of a Local Landcare Coordinator has seen increased activity and outcomes for local groups. However, the uptake of processes and activities designed to help organisations meet the broader outcomes of the LLCI is highly variable within and across regions. It is pleasing to note however the increased usage and understanding of the importance of the case studies to promoting the work and worth of Landcare.

The key challenge for the program now is to continue to build upon the outcomes to date, whilst operating within a changed federal funding environment (NLP2) that has the potential to severely curtail capacity in some regions. The partnership ethos established at the state scale will require renewed efforts to implement at the regional scale if the challenges are to be overcome.

Section 4: Financial Report

A financial report for each of the three contracts let to Landcare NSW under the State Landcare Coordinator and Community of Practice components of the LLCI are given below:

Contract 1: Interim State Coordinator and Community of Practice
1 July 2015 to 31 March 2016

Letter of Offer and Extension	**Actual FY 2015-16**		
Income			**$258,000.00**
State Coordinator			
Wages & On-costs	$108,784.10		
Office &Service Overheads/admin	$16,597.67		
Travel	$17,673.31		
Events Workshops and meeting costs	$3,444.84		
		$146,500.00	
Community of Practice			
Wages & On-costs	$72,758.38		
Office and Service Overheads/admin	$15,211.67		
Travel	$8,270.41		
Events Workshops and meeting costs	$15,259.54		
		$111,500.00	
Total Expend			**$258,000.00**
Balance			**$0.00**

Contract 2: State Coordinator and Community of Practice - Induction Workshop
Stockton March 2016

Project Income	
Local Land Services Project Funding	$75,000.00
Non LLCI Registration Fees*	$7,608.73
Total Income	**$82,608.73**
Expenditure	
Workshop Facilitators & Presenters	$6,800.00
Printing, display & information dissemination	$5,411.32
Event costs - venue hire, catering, equipment hire etc.	$30,246.47
Accommodation costs	$26,578.48
Travel costs	$1,788.10
Event management, event coordination, planning – additional casual staff costs	$5,184.01
Materials & Sundry	$600.35
Project Management & Administration	$6,000.00
Total Expenditure	**$82,608.73**
Project Balance	**$0.00**

Contract 3: State Coordinator and Community of Practice 1 April 2016 to 31 December 2017

Information presented against the line items as per the Project Implementation Plan

State Coordinator and Community of Practice Main contract 1 April 2016 to 30 June 2019	**2015/16 & 2016/17**	**2017/18 (to 31 December 2017)**		
	Actual	**Revised Budget**	**Actual**	**Balance**
Funds received for period	**$627,000.00**	$300,000.00	$300,000.00	$0.00
Funds received in advance	**$300,000.00**	$300,000.00	$300,000.00	$0.00
Carried forward	**$0.00**	$71,437.83	$71,437.83	0
		$671,437.83	$671,437.83	0
State Coordinator & Facilitator				
SLC and SLF Wages & On-costs	$156,841.35	$180,000.00	$86,111.72	
Casual Wages/Project officers	$13,266.60	$0.00	$0.00	
Office and Service Overheads/admin	$27,724.11	$27,500.00	$13,000.00	
Travel & JMC costs	$22,915.95	$24,000.00	$11,417.19	
Contractors	$15,713.52	$6,000.00	$0.00	
Events /miscellaneous	$1,857.10	$1,000.00	$1,381.37	
2nd State-wide event	$22,276.81	$40,000.00	$23,131.84	
	$260,595.44	$278,500.00	$135,042.12	$143,457.88
Services for Landcarers				
Wages & On-costs	$74,754.26	$68,000.00	$36,912.37	
Office and Service Overheads/admin	$21,153.71	$18,500.00	$8,750.00	
Travel	$8,493.16	$10,000.00	$2,470.11	
Events/Miscellaneous	$3,364.24	$2,000.00	$2,524.56	
Insurance development and support	$2,354.55	$20,000.00	$0.00	
Groups and Network Training/Support	$5,455.05	$20,000.00	$8,322.73	
Regional (RLF) Training Support program	$35,559.68	$75,000.00	$13,258.74	
	$151,134.65	$213,500.00	$72,238.51	$141,261.49
Telling the Landcare Story				
Wages & Oncosts	$65,604.39	$64,000.00	$32,738.38	
Office and Service Overheads/admin	$16,966.34	$14,000.00	$6,500.00	
Travel	$4,928.83	$5,000.00	$1,549.07	
Miscellaneous	$865.91	$5,000.00	$2,371.49	
Contractors - data	$4,529.41	$10,000.00	$3,770.00	
Gateway Maintenance	$29,850.00	$24,000.00	$11,940.00	
Gateway Development	$21,087.20	$38,000.00	$37,676.25	
	$143,832.08	$160,000.00	$96,545.19	$63,454.81
Contingency & Innovation	$30,248.57	$20,000.00	$8,082.18	
Expend transfer to cost lines above	-$30248.57			
	$0.00	$20,000.00	$8,082.18	$11,917.82
Total	**$555,562.17**	**$672,000.00**	**$311,908.00**	**$360,092.00**
Less Funds received in advance	**$300,000.00**			
Balance cfwd	**$71,437.83**			**$360,092.00**

Appendices

Appendix 1 – List of case studies submitted as at 31 December 2017

8 pages

Appendix 2 – List of Cases logged under LLCI

2.a to 31 December 2016	5 pages
2.b to 30 June 2017	4 pages
2.c to 31 December 2017	4 pages

Appendix 3 – Report Card Summary 31 December 2017

14 pages

Appendix 4 – List of Groups and Hierarchies as at 31 December 2017

22 pages

Appendix 5 – Snapshot of LLCI Program

8 pages

Appendices can be accessed via the following link

https://ap4.salesforce.com/sfc/p/90000000lC4l/a/6F000000g94w/YZQi96Fb_KXrUEJjKspTWjXCsWpAZClIy_P5GlbkUko