



# *Landcare Support Program Strategic Business Plan 2011 to 2015*

*(revised December 2012)*



Department of  
Primary Industries



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## **Foreword to the revised Strategic Business Plan**

The original Landcare Support Program Business Plan was approved by the Minister for Primary Industries in December 2011. In the year since then the Landcare Support Program Steering Committee has been established and many of the projects in the original Business Plan have commenced, some completed and others re-evaluated. Some projects that were to be undertaken in future years have been brought forward using funds that had been allocated to projects that needed more scoping. Consequently the Landcare Support Program Business Plan has been reviewed and is presented here.

It should also be noted that in October 2012 the NSW Government announced that catchment management authorities' functions will be wound into those of Local Land Services (LLS) in 2014. At this stage the function of LLS with respect to Landcare is yet to be finalised. Once they are, this may trigger the need to again review the Plan regarding the allocation of responsibilities for the projects.

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## Introduction

Landcare has been a feature of natural resource management in NSW for over 20 years. The Landcare symbol – the Landcare hands forming the shape of Australia – is one of the most recognisable logos in Australia. Landcare, through its activities, has contributed substantially to the community's culture of care for our natural resources – supporting sustainable agriculture, effective environmental management and a spirit of community. Today, more than ever, we need Landcare groups removing weeds, planting trees and other native vegetation, protecting stream banks, dunes and beaches and experimenting with and promoting more sustainable agricultural and land use practices. Landcare is in a position to contribute significantly to, and benefit from, efforts to address carbon and greenhouse gas pollution and food security. Government action alone will not solve these problems but, in partnership with the Landcare community, progress can be made. This is why the NSW Government is committed to supporting Landcare.

This business plan outlines the NSW Government's commitment to Landcare through the NSW Landcare Support Program – a program that will deliver projects that build on other Landcare programs and funding provided by governments and other organisations. The Landcare Support Program is in addition to other support the NSW Government provides Landcare groups. The Program's roll out over 4 years will increase awareness of Landcare in the community, increase recognition of the efforts of Landcare groups, better equip Landcare groups by increasing their skills and add value to their contribution to natural resource management. This will provide an added impetus for new groups to be formed and for existing groups to increase their membership and expand their activities.

## Landcare – not an organisation but a community of interest.

Landcare is not a single, hierarchical organisation with rigid reporting arrangements. It is a community of volunteers bound together by their dedication to sustainable agriculture and land management, and to the protection and restoration of the environment. At its core lie local Landcare, Bushcare, Coastcare and Dunecare groups and their volunteers. Over 2,100 Landcare groups are registered in NSW, with an estimated membership of 57,000 volunteers. There are many other groups that are not registered or aligned specifically with Landcare, but they have similar aims and projects and are included in the reach of this program.

Landcare groups range in size from a handful to many members. Individuals, families, neighbours and schools may themselves form, or be part of, their local Landcare group. Their interest may be focused on a local area of bush on a council reserve or on private property, a reach of a stream, a catchment or sub-catchment, a dune, a beach, an estuary or a lagoon. Their activities may focus on bush regeneration, weed and pest control, protecting animal habitat or sustainable agricultural practices across a sub-catchment. The results of their actions are often far reaching; reducing soil erosion and land degradation, improving soil fertility, native vegetation, biodiversity, water quality and amenity and aesthetics. By their involvement Landcare group members get to know their neighbours,

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gain a greater sense of community and a sense of contributing to the greater good. They are empowered to deal with local environmental problems by acting together.

Landcare attracts all sorts of people, at different stages of life and with a rich range of experiences and expertises. They live in the country - along the coast, along the ranges through to the slopes and plains to the outback; in metropolitan areas and in regional cities, towns and villages and aboriginal communities. This diversity is Landcare's great strength. and often leads to creative solutions to natural resource management problems.

Landcare groups in some areas have joined together to form Landcare networks. The larger networks provide a regional focus, acting more strategically and providing coordination and support. Their services often include taking care of administration, filling out funding applications and managing contracts. The networks also work with funding agencies and State level bodies on behalf of the network's constituent groups. The networks (and in some places the local councils) free up Landcare groups to get on with on-ground work and to spend less time and energy on administration and red tape.

At the State level Landcare NSW Inc (see [www.landcarensw.org.au](http://www.landcarensw.org.au) for more details) promotes and encourages awareness and education in sustainable natural resource management, to foster community and individual action in environmental reparation, nature conservation and the adoption of regenerative production systems, and to advocate for ecologically sustainable development. Landcare NSW Inc has been a partner in developing this Business Plan.

Landcare groups and networks do not need to "go it alone". Recognising the significant contribution that Landcarers and other volunteers make to sustainable natural resource management and social cohesion, the NSW and Commonwealth Governments, together with local governments, support Landcare in various ways. The NSW Department of Primary Industries, NSW Environmental Trust and Catchment Management Authorities support Landcare by funding incentive programs and projects. CMAs work with and fund Landcare groups to achieve Catchment Action Plan priorities. Local councils in many parts of the State support local Bushcare, Coastcare and Dunecare groups with equipment, materials, expert advice, insurance and other administration.

The Commonwealth supports Landcare through the Australian Landcare Council and Landcare Australia Ltd, and with funds for regional Landcare facilitators in NSW. Landcare groups can also apply for project funding through the Caring for our Country initiative.

Landcare was originally supported by governments because there was recognition that our natural resource management issues could not be solved by money or regulation alone, but also needed collaboration and partnership with communities. This Program renews that recognition and acknowledges that the best natural resource outcomes will be delivered by working together in partnerships between Landcare groups and networks and Catchment Management Authorities and other land managers.

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## The NSW Government's Commitment:

The NSW Government's election commitment is to provide \$500,000 per annum over four years to support the management of local Landcare groups. The funding is also to facilitate greater collaboration and cooperation between important stakeholders such as:

- Catchment Management Authorities
- Neighbouring land managers and stakeholders
- Local Councils
- The NSW National Park and Wildlife Service and Crown Lands managers

The commitment was made in the context of broader statements on protecting our natural environment and as a part of a program directed at regeneration of degraded bushland, river banks, urban bushland and degraded waterways. It is an acknowledgement of the long track record of Landcare volunteers in protecting and restoring degraded environments and supporting the sustainable use of natural resources.

The commitment is also reflected in **NSW 2021** most notably *Goal 23: Increase Opportunities for People to Look After Their Own Neighbourhoods and Environments*. The Targets for Goal 23 include "increase the devolution of decision making, funding and control to groups and individuals for local environmental and community activities, including ...Landcare".

Associated Priority Actions include:

- *Develop a tailored action plan for the expenditure of \$500, 000 per year for four years on Landcare in consultation with Landcare, Catchment Management Authorities and Primary Industries*
- *Increase the number of volunteer-based local groups undertaking bush regeneration projects for their local communities, including members belonging to Landcare groups in NSW by 15% by 2015.*

## How does this Plan work?

The Landcare Support Program Strategic Business Plan is about turning the NSW Government's election and **NSW 2021** commitments into concrete projects and activities that deliver support to Landcare and other community groups, improve the levels of participation in Landcare activities and assist Landcare groups to achieve their goals.

Other NSW Government initiatives that support Landcare groups include:

- Environmental Restoration and Rehabilitation Community Bush Regeneration Grants through the NSW Environmental Trust.



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- Catchment Management Authorities projects, incentives and grants
  - Department of Primary Industries general support for Landcare and the State Landcare Awards.

With the exception of the Award and Recognition System project under Strategy 1, these initiatives and programs are not included in this business plan or in any of its projects; that is the Landcare Support Program is in addition to these existing activities.

This Business Plan has been developed by the Department of Primary Industries in consultation with a group of stakeholders who represented Landcare NSW Inc, other Landcare groups and networks and Catchment Management Authorities, who met initially in Dubbo on 19 August 2011.

The Business Plan guides the delivery of strategies, projects and activities, as well as the governance arrangements to implement the program.

To oversee the delivery of the Business Plan a steering committee has been established to report to the Parliamentary Secretary for Natural Resources. The Steering Committee will be responsible for oversight of the implementation of the Business Plan and for reporting to the NSW Government on the relevant Targets and Priority Actions for Goal 23 of *NSW 2021*. It will monitor the budget and delivery of the projects and, will be responsible for recommending project and budget variations to the Parliamentary Secretary.

The Committee is chaired by the Deputy Director-General, Catchments and Lands, from the Department of Primary Industries with three members from Landcare NSW Inc, the General Managers from the North Coast and the Murrumbidgee Catchment Management Authorities and two members representing the Department of Primary Industries. The Committee is supported by the State Landcare Coordinator.

To support governance and administration of the Landcare Support Program project plans are developed for each project and a Memorandum of Understanding or contract issued, where applicable.

### **Vision Statement for the Landcare Support Program**

*In four years time Landcare – its people and organisations - will be equipped, engaged and valued partners in natural resource management (NRM) in NSW. Landcare will be integrated into local, regional and State strategic NRM planning and the on-ground delivery of priority activities. Through this involvement and contribution Landcare and their communities will enjoy the benefits of a cohesive, resilient and caring community of which people will want to be a part.*

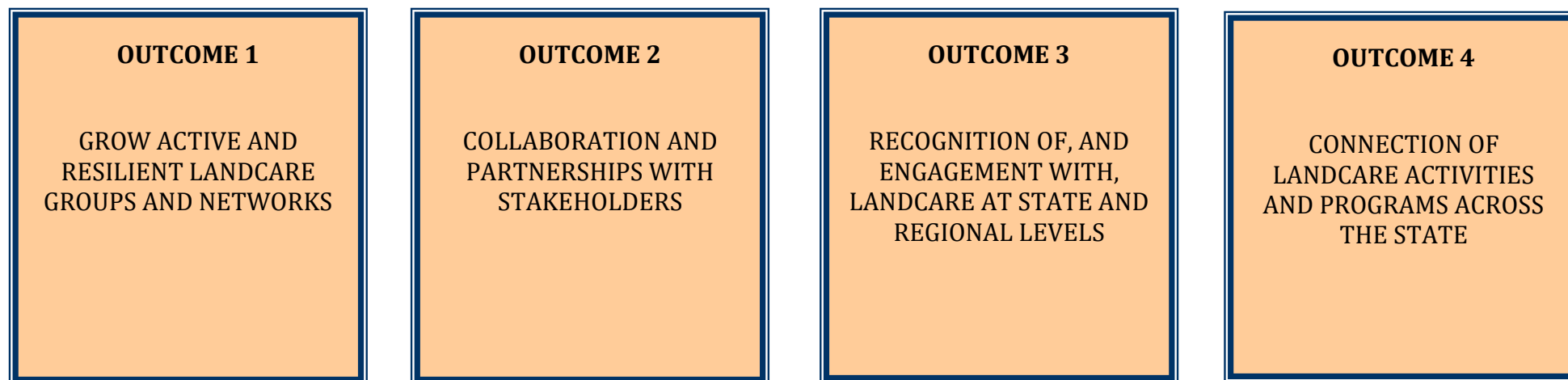
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This Vision will be made possible by the delivery of the Landcare Support Program - helping Landcare groups:

- to meet their individual NRM and social goals
- to remove barriers to participating in local and regional scale NRM planning, programs and activities
- by providing incentives to be active locally and in collaboration with CMAs, local councils, neighbouring land owners, and Traditional Owners.

### **Four Year Outcomes**

The NSW Government's commitment for the Landcare Support Program is \$2 million over four years – 2011/12 to 2014/15. The Outcomes for the Program will be delivered through a suite of projects delivered in partnership with CMAs and non-government Landcare organisations. The Outcomes are:





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## **OUTCOME 1**

### **GROW ACTIVE AND RESILIENT LANDCARE GROUPS AND NETWORKS**

The strategies, projects and activities of the Landcare Support Program will be directed to:

- increasing membership of existing Landcare groups
- the establishment of new Landcare groups
- raising awareness of new issues and opportunities with Landcare groups that are in decline or dormant
- encouraging groups to be active in their locality.

Achievement of this outcome will be evident by:

- an increase in the number of active Landcare groups in NSW over and above the current rate of increase
- an increase in Landcare group membership
- an increase in Landcare groups' activities.

## **OUTCOME 2**

### **COLLABORATION AND PARTNERSHIPS WITH STAKEHOLDERS**

The Landcare Support Program will aim to enhance collaboration and partnership between Landcare organisations and agencies and organisations responsible for managing neighbouring public land, such as National Parks, Crown Land and Local Government land. The Program will also encourage greater collaboration with Catchment Management Authorities (CMAs). The NSW Government has given CMAs responsibility for natural resource planning at a catchment level. Collaboration between Landcare and other land managers will make best use of catchment knowledge and expertise in decision making and ensure that financial assistance and incentives for NRM get to landholders.

Achievement of this outcome will be evident by:

- an increase in the number of joint projects between Landcare groups and other land managers
- an increase in the percentage of CMA funds directed to Landcare groups from current levels.

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## **OUTCOME 3**

### **RECOGNITION OF, AND ENGAGEMENT WITH, LANDCARE AT STATE AND REGIONAL LEVELS**

If the Landcare movement is to be engaged and have a sense of contributing to catchment and state-wide NRM targets, then the knowledge and natural advantages of Landcare need to be recognised and valued by other key NRM organisations and government agencies. Landcare can contribute not only to on-ground works and activities but also to the identification of NRM issues and the development of strategies to address them.

Achievement of this outcome will be evident by:

- Landcare members participating in Catchment Action Plan development across NSW
- Landcare issues being acknowledged and activities involving Landcare considered as a key strategy in delivery of projects.

## **OUTCOME 4**

### **CONNECTION OF LANDCARE ACTIVITIES AND PROGRAMS ACROSS THE STATE**

With so many independent groups, networks, organisations and agencies forming Landcare in NSW there is a risk that much of the information, wisdom, ideas and opportunities held by groups will be underused, or simply not transferred between Landcare groups and organisations. Even the most resilient and self-sufficient Landcare group may want some help from time to time when they want to address a new issue or start a new project or program. The regional Landcare facilitators and CMA officers provide some of this support and information. The Landcare Support Program will strive to provide additional State-wide coordination and support to increase the effectiveness of current regional support.

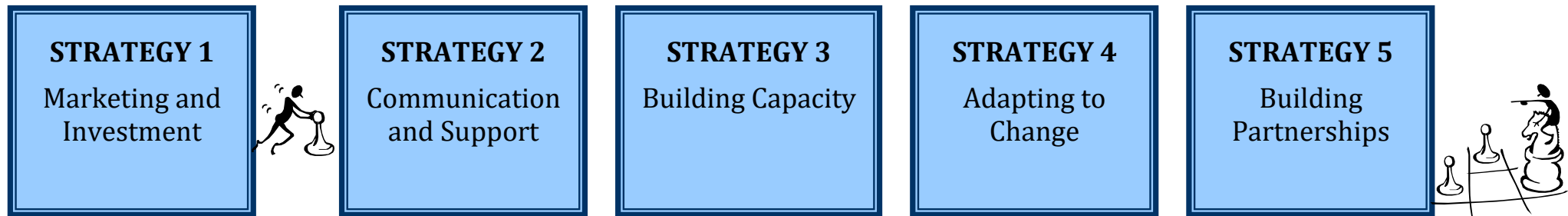
Achievement of this outcome will be evident by:

- increased activity on Landcare websites
- participation in community of practice activities.

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## Strategies

The key to delivering the four Outcomes for the Landcare Support Program will be projects and activities grouped under four strategies. The strategies may contribute to more than one Outcome. Each one of these Strategies will include projects, some of which will have a life of one year while others will be phased in over the life of the program or be delivered over the whole program.



### **Strategy 1 is expected to contribute to:**

- Outcome 1 – Grow Active and Resilient Landcare Groups and Networks
- Outcome 2 – Collaboration and Partnerships with Stakeholders
- Outcome 3 – Recognition of, and Engagement with, Landcare at State and Regional Levels

### **Strategy 2 is expected to contribute to:**

- Outcome 1 – Grow Active and Resilient Landcare Groups and Networks
- Outcome 2 – Collaboration and Partnerships with Stakeholders
- Outcome 3 – Recognition of, and Engagement with, Landcare at State and Regional Levels
- Outcome 4 – Connection of Landcare Activities and Programs across the State

### **Strategy 3 is expected to contribute to:**

- Outcome 1 – Grow Active and Resilient Landcare Groups and Networks

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- Outcome 2 – Collaboration and Partnerships with Stakeholders
  - Outcome 3 – Recognition of, and Engagement with, Landcare at State and Regional Levels

**Strategy 4 is expected to contribute to:**

- Outcome 1 – Grow Active and Resilient Landcare Groups and Networks
- Outcome 4 – Connection of Landcare Activities and Programs across the State

**Strategy 5 is expected to contribute to:**

- Outcome 2 – Collaboration and Partnerships with Stakeholders
- Outcome 3 – Recognition of, and Engagement with, Landcare at State and Regional Levels

The matrix on the next page illustrates which strategies contribute to which Outcomes.

**Figure 1: The Relationship between Program Strategies and Outcomes**

	<b>STRATEGY 1</b> Marketing, and Investment	<b>STRATEGY 2</b> Communication and Supporting Landcare Networks	<b>STRATEGY 3</b> Building Capacity	<b>STRATEGY 4</b> Adapting to Change	<b>STRATEGY 5</b> Building Partnerships
<b>OUTCOME 1</b> GROW ACTIVE AND RESILIENT LANDCARE GROUPS AND NETWORKS	✓	✓	✓	✓	
<b>OUTCOME 2</b> COLLABORATION AND PARTNERSHIPS WITH STAKEHOLDERS	✓	✓	✓		✓
<b>OUTCOME 3</b> RECOGNITION OF, AND ENGAGEMENT WITH LANDCARE AT STATE AND REGIONAL LEVELS	✓	✓	✓		✓
<b>OUTCOME 4</b> CONNECTION OF LANDCARE ACTIVITIES AND PROGRAMS ACROSS THE STATE		✓		✓	

## Actions and Projects

**Fourteen actions have been identified to deliver the outcomes of the Landcare Support Program Business Plan, which will be broken down to projects. Each project will have budget and milestones. The Actions have been grouped together under each of the five strategies – Marketing and Investment, Communications and Supporting Landcare Networks, Building Capacity, Adapting to Change and Building Partnerships.**

## Strategy 1 – Marketing and Investment

Marketing and Investment is a group of projects designed to increase community awareness of Landcare and its contribution to natural resource management and to robust and resilient communities and, to solicit investment in Landcare projects and activities at the local and regional level.

Action	Title	Projects and Descriptions	Primary Responsibility
1.1	Promoting Landcare to the community and investors	<ul style="list-style-type: none"> <li>Develop documents that identify regional Landcare projects suitable for investment under various government and non-government funding initiatives and local philanthropic interests.</li> <li>Other promotional and information documents highlighting the contribution Landcare makes to NRM and communities in NSW and the opportunities to participate and contribute. At least one document would include statistics and reports on projects under this Business Plan.</li> </ul>	<p>LNI</p> <p>LNI</p>

## Abbreviations

**LNI – Landcare NSW Inc**

**LAL** – Landcare Australia Ltd

**ABARE** – Australian Bureau of Agricultural  
Resource Economics

**DPI** – Department of Primary Industries

## CMA – Catchment Management Authorities

**RLF** – Regional Landcare Facilitator

**LSP** – Landcare Support Program

### Strategy 1 – Marketing and Investment(cont.)

Action	Title	Projects and Descriptions	Primary Responsibility
1.2	Awards and recognition system	<ul style="list-style-type: none"> <li>• Delivery of the State Landcare Awards in 2013.</li> <li>• Delivery of the State Landcare Awards in 2015.</li> <li>• The development of other Landcare recognition schemes that are more in keeping with the Landcare philosophy of volunteerism and participation.</li> </ul>	DPI/LAL DPI/LAL LSP Steering Committee

### Strategy 2 – Communication and Landcare Network Support

Communication and Landcare Network Support projects and activities support the exchange of information between Landcarers, Landcare groups and networks and the staff and volunteers supporting Landcare. Other projects under this Strategy provide information to Landcare groups for efficient and improved administration.

Action	Title	Projects and Descriptions	Primary Responsibility
2.1	State Landcare Coordinator (Colleen Farrow, DPI)	An officer responsible for: <ul style="list-style-type: none"> <li>• the day to day management of the Landcare Support Program,</li> <li>• undertaking DPI projects,</li> <li>• being a state-wide, information broker and provide coordination.</li> <li>• monitoring and reporting on delivery of the program.</li> <li>• Secretariat to the LSP Steering Committee</li> </ul>	DPI



## Strategy 2 – Communication and Support (cont.)

Action	Title	Projects and Descriptions	Primary Responsibility
2.2	Landcare incorporation, insurance and governance support	<ul style="list-style-type: none"> <li>• An officer to: <ul style="list-style-type: none"> <li>○ advise Landcare groups on insurance, incorporation and other corporate governance and administrative matters.</li> <li>○ administer small insurance claims for groups covered by partnering brokers.</li> </ul> </li> <li>• Development of/compile information on insurance for Landcare groups.</li> <li>• Development of relationship with partnering insurance brokers and on-going administration of the insurance business.</li> <li>• Distribution of material produced by Project 2.4</li> <li>• Corporate Governance tailored workshops on leadership, administration and succession planning, mentoring and coaching. (NB this program will also identify candidates for formal training program – Project 3.1)</li> </ul>	LNI

## Strategy 2 – Communication and Support (cont.)

Action	Title	Projects and Descriptions	Primary Responsibility
2.3	Landcare Administrative Systems Package	<p>Set-up procedures eg incorporation, name registration, Landcare online</p> <p>Australian Landcare Framework &amp; Landcare structures overview</p> <p>Policy Templates, eg OH&amp;S, Financial, Delegations etc</p> <p>Employment pro formas, eg ads, Position descriptions, Book-keeping guidelines,</p> <p>Project management guidelines,</p> <p>Marketing</p> <p>Database of grant opportunities,</p> <p>Database of training providers etc</p>	<b>LAL and DPI</b>
2.4	Development and maintenance of the NSW Landcare Gateway website	<p>Modelled on Victorian Landcare Gateway website; providing links to LNI site, CMA sites, various documents, administrative systems material, funding provider sites and information on the Landcare Support program etc</p> <p>Development of website content.</p>	<p><b>DPI (with contractors)</b></p> <p><b>DPI and LNI</b></p>

### Strategy 3 – Building Capacity

Projects for this Strategy are closely aligned to projects in Strategy 2 – Communication and Landcare Network Support. The Training project is designed to provide Landcare coordinators and volunteers with training and if desired nationally recognised qualifications that will equip them to administer their group more effectively and with confidence. Gaining recognition for qualifications may enable groups to leverage funding and greater support from investors. The Community of Practice project is to set up means for sharing of best practices and opportunities for investment, co-design and co-delivery of programs and projects, develop cohesiveness and a sense of support across Landcare in NSW. The Local Training Project is akin to Project 5.1 – Landcare Group Support Resources in its administration and delivery.

Action	Title	Projects and Descriptions	Primary Responsibility
3.1	Training	<ul style="list-style-type: none"><li>• Develop a national competency package at Certificate II or III level appropriate for Landcare administrators and coordinate with one or more registered training organisations (eg Tocal College, Australian Institute of Company Directors, Chartered Secretaries Australia) to deliver training.</li><li>• Scholarships and part scholarships to undertake formal, accredited training.</li></ul>	DPI

### Strategy 3 – Building Capacity (cont.)

Action	Title	Projects and Descriptions	Primary Responsibility
3.2	Landcare Community of Practice activities	<ul style="list-style-type: none"><li>• Regional Landcare Facilitators' conferences 2012 (completed) and 2013.<ul style="list-style-type: none"><li>○ A forum for regional Landcare facilitators, regional staff supporting Landcare, RLF contract managers and network staff to discuss best practice, issues and strategies to support Landcare groups.</li></ul></li><li>• Community of Practice<ul style="list-style-type: none"><li>○ Web based network expanding on and integrating any existing systems.</li><li>○ Promotes discussion and solutions to issues</li></ul></li><li>• Packaging existing excellent local activities for roll out to other parts of the State. Eg the SNELC Frog Dreaming</li></ul>	LNI/CMAs
3.3	Local training	<ul style="list-style-type: none"><li>• Identify training needs for local Landcare groups and strategies for delivery.</li></ul>	CMAs

#### Strategy 4 – Adapting to Change

The natural resource management policy, funding and program design is regularly changing. Similarly new issues emerge over time and call for responses. Landcare groups need to remain aware of issues and proposed responses – some groups will be able to contribute to the issues and developing policy response while other Landcare groups may wish to take up the opportunities new issues present. These projects should assist in this area and facilitate change where required.

Action	Title	Projects and Descriptions	Primary Responsibility
4.1	Monitoring and reporting program	<ul style="list-style-type: none"><li>• Identify what data Landcare groups already collect</li><li>• Identify minimum data sets, case studies etc</li><li>• Develop consistent framework for collection of data and reporting, particular for reporting to NSW 2021.</li><li>• Data capture of Landcare funding through CMAs, works, issues and contribution to NRM outcomes.</li><li>• Develop report against Outcomes and targets</li></ul>	DPI/LNI with ABARE/CMAs
4.2	Emerging Issues	A project to identify emerging NRM issues and innovative products, practices and solutions with/to which Landcare groups can engage/contribute	LSP Steering Committee

### Strategy 5 – Building Partnerships

Part of the NSW Government's commitment said that the funding is also to facilitate greater collaboration and cooperation between important stakeholders such as Catchment Management Authorities, neighbouring land managers and stakeholders, local councils, the NSW National Park and Wildlife Service and Crown Lands managers. These projects are directed at addressing this commitment.

Action	Title	Projects and Descriptions	Primary Responsibility
5.1	Partnership Project	Identify opportunities for Landcare groups and other land managers (CMAs, Crown Lands, National Parks and Wildlife Service) in joint projects.  Facilitate establishment of joint projects.	DPI/CMAs
5.2	Landcare Group Support resources	Initially identify, pilot and evaluate packages of resources for Landcare groups eg Field Day kits, specialist equipment, meeting stationary and other administrative support costs.  Roll out preferred packages	CMAs with Landcare groups
5.3	Regional Landcare Support Strategies	Survey to establish the current status of existing relationships and support.  Develop a strategy for each CMA aimed at further engaging with Landcare	CMAs

## Budget Estimates and Expenditure

**TABLE 1: Project Budgets**

### Strategy 1: Marketing and Investment

Action	Project	Expenditure	Budgets \$'000			
		\$'000				
		2011/12	2012/13	2013/14	2014/15	Total
1.1 Promoting Landcare to the community and investors	Landcare Investment Prospectus - development, review, maintenance	45	15	15	15	90
	NSW Landcare Snapshot		15			15
1.2 Awards and recognition system	2013 State Landcare Awards		40	30		70
	2015 State Landcare Awards				70	70
	Development of another recognition scheme			25	25	50
<b>Strategy Totals</b>		45	70	70	110	295



## Strategy 2: Communication and Landcare Network Support

Action	Project	Expenditure	Budgets \$'000			
		\$'000				
		2011/12	2012/13	2013/14	2014/15	Total
2.1 State Landcare Coordinator	Salary and operating	0	111	127	130	368
	LSP Committee administration	3.9	4	4	4.1	16
2.2 Landcare incorporation, insurance and governance support	Insurance and governance officer		108	111	40	259
	Administrative support workshops		24	24		48
2.3 Landcare Administrative Systems Package		85	21			106
2.4 Development & maintenance of Gateway website		100	32			132
<b>Strategy Totals</b>		188.9	300	266	174.1	929

### Strategy 3: Building Capacity

Action	Project	Expenditure	Budgets \$'000			
		\$'000				
		2011/12	2012/13	2013/14	2014/15	Total
3.1 Training	National competency package and coordination with RTOs (NB Operating costs only + set up costs)		6	26	12	44
	Full or part scholarships			40	40	80
3.2 Landcare Community of Practice	Regional Landcare Facilitators' conference	30		30		60
	Consolidate web-based network (operating costs)			5	5	10
	Package and distribution of activities for Landcare groups		12	33		45
3.3 Local Training	Grant program from CMAs to local Landcare groups		102			102
<b>Strategy Totals</b>		30	120	134	57	341

#### Strategy 4: Adapting to Change

Action	Project	Expenditure	Budgets \$'000			
		\$'000				
		2011/12	2012/13	2013/14	2014/15	Total
4.1 Monitoring and reporting program	Program Performance project			20	10	30
	Data capture, evaluation and reporting NSW2021 & CAPs		10	10	10	30
<b>Strategy Totals</b>			10	30	20	60

### Strategy 5: Building Partnerships

Action	Project	Expenditure	Budgets \$'000			
		\$'000				
		2011/12	2012/13	2013/14	2014/15	Total
5.1 Partnership Project	TBD -operating budget only					0
5.2 Landcare Group Support Resources	Grant programs	162.2			138.9	301.1
5.3 Regional Landcare Support Strategies	Operating budget only					0
<b>Strategy Totals</b>		162.2			138.9	301.1

**TABLE 2: Program Totals**

	Expenditure		Budgets \$'000	
	\$'000			
	2011/12	2012/13	2013/14	2014/15
<b>PROGRAM TOTALS</b>	422.162	500	500	500