



Local Land
Services

The 2014 NSW Regional Landcare Support Forum

30 May -1 June 2014 Dubbo Zoo

Final Report



Forum facilitator, Mike Williams in action at the Dubbo Zoo venue. Photo Bill Pigott.

The 2014 Regional Landcare Support
Forum is a project of the NSW State
Landcare Support Program



Department of
Primary Industries

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Executive Summary

The 2014 NSW Regional Landcare Support Forum, held in Dubbo, NSW 30 May - 1 June 2014, was a project funded under the NSW Government's Landcare Support Program, Strategic Business Plan 2011-2015. This was the second such Forum funded through the Landcare Support Program, the first being held in Sutton, NSW on June 5-7, 2012. For both events, Landcare NSW (LNSW) was the key deliverer, and whilst ultimately responsible for the Forum, LNSW is indebted to NSW Department of Primary Industry and the Catchment Management Authority/Local Land Services (LLS) in steering and supporting these events and for their valuable input and welcome support.

The intent of the forums, when first developed as a project in the 2011-2015 Business Plan, was to provide an opportunity to help build the Community of Practice for Landcare, by bringing together key Landcarers who are actively supporting the Landcare ethos and champion the uptake of Landcare in their districts and regions.

With the changes to the regional delivery model in NSW in January 2014, from Catchment Management Authorities to Local Land Services and an increased emphasis on collaborative delivery through the new National Landcare Programme, the 2014 Forum provided the opportunity to review, rekindle and reinvigorate the Landcare and Local Land Services relationship and build innovative and efficient ways of working more closely together.

"Let's make this not just a change, but an opportunity to produce better outcomes."

Thus the 2014 event was designed to not only enhance the Landcare Community of Practice that had commenced two years earlier, but also provide a forum which strengthened partnerships and collaborations between Landcare and Local Land Services. The reinvigorated partnership approach also required careful consideration of the implications for resourcing requirement.

"Partnership Opportunities: We need to develop the standard for this partnership and set the tone in order to develop common aims between LLS and Landcare - this forum will be a good opportunity to start to set that tone. [You] need to think about how your organisations can help and what support you need"

The Forum was highly successful in meeting both the *Community of Practice* and the *Reinvigoration of Landcare and LLS Partnerships and Collaborations* outcomes.

The Community of Practice component was delivered on Day 1 of the Forum, and attended by 55 landcare participants. Analysis of feedback of Day 1 was very positive, indicated by:

- 97% of survey respondents reported they gained useful take home information to utilise in their Landcare activities;
- 76% of survey respondents reported that they had increased their knowledge of support structures and tools available to Landcare; and
- 100% of survey respondents reported that they established or reconnected with contacts who may provide a network of support and information.

The reinvigoration of Landcare and LLS Partnerships and Collaboration Sessions were undertaken on Days 2 and 3 of the Forum, and attended by 90 participants - representing Landcare, Local Land Service, NSW Department of Primary Industries, NSW Department of Environment, Natural Resources Commission, Australian Government Departments of Agriculture and Department of Environment.

There was a clear expectation from all the investors (Australian and State Government agencies) represented that Landcare and LLS would reinvigorate their relationship and establish efficient processes to work collaboratively to ensure maximum natural resource outcomes from the investments and the maximum benefits for the community.

Feedback was again very positive indicated by:

- 91% of participants reported that the forum enabled them to further the relationship between LLS and Landcare; and
- All participants reported that the forum either enabled a path or provided some ideas to help develop a path for future collaborations.

It was recognised by all participants that, for the gains made at the Forum to be realised, decisive actions would need to be undertaken post Forum at the district, regional and state scale. There was widespread acknowledgement of the need to collaborate on the planning components, not just the delivery components of meeting outcomes of the State plan as well as the LLS strategic plans. This also meshed well with the signals given by the Australian Government on the design of the new National Landcare Programme under which LLS would receive regional delivery funding.

Several LNSW regions and Local Land Services have reported they have already utilised the enhanced relationships and strategic initiatives generated at the Forum, to commence building stronger planning and delivery partnerships.

Following the forum a project has been funded which will examine the information captured across the three days of the forum, to produce a framework that Landcare and each of the Local Land Services can utilise to underpin their operations. This framework will support the intent of the “Statement of Common Purpose between Landcare and Regional Bodies”, and assist in taking the principles espoused in the “Localism Position Paper” to an operational model. Both documents are attached at Appendix 1.3.

At the state level a working group of senior Local Land Services and NSW Landcare representatives has been established to progress the partnership, at the strategic level. This is of particular significance, as it allows the work commenced by the NSW Department of Primary Industries through the Landcare Business Plan, in building relationships between LLS and Landcare, to continue beyond the 30 June 2015 end date of the current Landcare Support Program.

The importance of the outcomes from this Forum cannot be underestimated. The Forum really delivered on enhancing the vitality of the relationship between Landcare and LLS, at all scales, and building a shared culture of excellence in their planning and delivery of operations.

A theme that emerged across the forum was:

“Landcare can’t live without LLS, and LLS can’t live without Landcare”

The contributions of both partners in facilitating change and improving service delivery is highly valued. For Landcare to play its part, there is a need for ongoing support for Landcare and landcarers so they can operate as enabled contributors. This truly collaborative partnership approach based on trust, support and enablement needs to be articulated, documented and built into planning and program delivery. In this way natural resource management outcomes will be maximised, and delivered efficiently and effectively.

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Note the Appendices are available as Volume 2, & 3 to this report.

Introduction

The 2014 NSW Regional Landcare Support Forum brought together key players from the regions to provide skills, tools and understanding to help build productive partnerships between government, Local Land Services (LLS) and Landcare.

It was designed as an opportunity for Landcarers, Board members, staff from each regional LLS, to meet and kick start good working relationships and/or advance existing ones.

The Forum was funded by the NSW Government's Landcare Support Program, Strategic Business Plan 2011-2015.

The program for the Forum was developed by an organising committee with members drawn from Local Land Services, DPI, and Landcare. Committee members included Kerry Richardson, William Hawkins, Colleen Farrow and Marita Sydes (Department of Primary Industries); Tom Gavel and Laurie Dwyer (LLS); Rob Dulhunty, Sonia Williams, Chris Cumming, Amanda Harris (Landcare NSW).

Vision Statement for the NSW Landcare Support Program (from 2011):

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.

Under the Landcare Support Program the Conference addressed Strategy 2 – Communication and Support, Action 2.2: A forum for Regional Landcare Facilitators, CMA/LLS staff supporting Landcare, RLF contract managers and network staff to discuss best practice, issues and strategies to support Landcare groups.

The Forum was held at the Western Plains Zoo in Dubbo, NSW on May 28-30, 2014. Over the three days there were up to 115 participants, with all participating at the Forum dinner on the evening of the 29th May.

The working objective for the program was to provide shared learning opportunities about the changes to NRM delivery and provide facilitated sessions so that each region, LLS Board, staff and Landcarers can work together towards their community engagement plans.

The gathered feedback has been overwhelmingly positive with 90% of participants reporting that the Forum enabled them to further relationships between Landcare and LLS.

Day 1: Landcare Community of Practice

Day 1 focussed on the Landcare community with key Landcare members from each region attending.

The day was designed to bring the Landcare community together, to discuss issues of importance to them and learn from each other. The agenda also allowed for the Landcare community, and provide an opportunity to “come up to speed” on much of the work that had been commenced in the areas of partnerships with Regional Bodies.

The day also provide an opportunity to build skills in areas that had been the subject of projects of the NSW Landcare Support Program Business Plan.

A casual dinner at the end of the day provided a further opportunity to strengthen the Community of Practice that was begun during the formal sessions of the afternoon.

A write up, and presentations from Day 1 is provided at the end of this report, see Appendix 2.



The participating audience of Day 1 of the Forum included leading Landcare representatives from around NSW, both staff and volunteers. Photo Bill Pigott.

Forum - Day 2 & 3: Partnerships & Collaboration

Forum participants were welcomed to the traditional lands of the Tubbagah People of the Wiradjuri Nation by elder, Margaret Walker.

Rob Dulhunty, Landcare NSW and Alex Anthony, as John Macarthur-Stanham's LLS representative, provided formal welcomes and officially opened the 2014 NSW Regional Landcare Support Forum.



Alex Anthony, Chair of Murray LLS, welcomed Forum participants on Day 2 of the Forum as the representative of John Macarthur-Stanham.
Photo Bill Pigott.

Rob Dulhunty- Chair Landcare NSW

"Landcare is optimistic about the new working relationships being developed with LLS, it is critical that LLS develop ideas of how they will achieve their goals of working with community groups like Landcare"

"Change to the regional model provides a great opportunity to re-define, we need a more equitable balance between the state and the community. Let's make this not just a change, but an opportunity to produce better outcomes."

Alex Anthony- Chair of Murray LLS on behalf of John Macarthur-Stanham Chair of Board of Chairs

"It is one organisation with regional flavours to provide efficiencies and consistencies. 1 organisation with 11 regions, as opposed to previous individual entities under CMA model. There is greater opportunity to share across the State."

"Partnership Opportunities: - We need to develop the standard for this partnership and set the tone in order to develop common aims between LLS and Landcare, this forum will be a good opportunity to start to set that tone. Need to think about how your organisations can help and what support you need"

Days 2 and 3 involved Landcare representatives (as in attendance on Day 1) as well as Local Land Services (LLS) staff and Board members. For the most part there were 90 participants in attendance and over 100 guests attended the Forum dinner.

Days 2 and 3 involved a mix of presentations and group work. The Forum was facilitated by Mike Williams. Mike is a highly regarded facilitator within the NRM and business planning framework, and his engaging and involving style was well received by workshop participants. Mike is the director and principal of Sydney-based Michael Williams Associates Pty Ltd.

All comments and input generated by the sessions have been recorded and collated and are attached as Appendices to this report. The following sections provide an overview and some key points distilled from each session.

Day 2 - Building Partnerships and Collaboration

Session 1: Context

This session involved representatives setting the scene from Local Land Services, Landcare, National Landcare Program, and the Natural Resources Commission. The role and current operating framework for each organisation was presented.

Mike asked key people from around the room “how will the workshop help in your organisation’s future work, especially in the building of the Landcare-LLS partnerships?”.

Sonia Williams- GM Landcare NSW - The messy nature of Landcare can be a strength and a weakness, The hope for this forum is that we will understand the benefits and limitations of each other, in how we work together.

Laurie Dwyer- GM Central West LLS - What we need to do is to work out these partnerships, we don’t want master servant- for LLS, it understanding the value that we both LLS and Landcare bring to partnership. LLS will not be successful without Landcare as a close partnership.

Russ Glover- Dept of Agriculture - Australian Government is going through a period of change. - The National Landcare Program is the funding program; in fact the naming of it is in recognition of the success of Landcare engagement. Regional delivery is going to be a major component - The key will be making sure that LLS has really good community and Landcare engagement.

Bryce Wilde- Executive Director NSW Natural Resource Commission - This is an opportunity to provide advice to Government in how to provide resourcing for NRM - What is working, what needs fixing and what needs celebrating. The Importance of relearning the lessons from the past.

Key points from Natural Resource Round Table:

- 1) While CMAs (Catchment Management Authorities) had become more professional, improved their governance, built wonderful capacity in their own organisations etc- they had left out improvement and capacity building of community groups.
- 2) The trust between CMAs and community wasn’t universal across each region.
- 3) The CAPS (Catchment Action Plans) were terrific but could still be improved and not all to the same standard.
- 4) More streamlined but not fully incorporated on-ground.
- 5) Not helpful for Landcare or LLS or other NRM groups to be in competition with each other for limited investment- shared successes, shared capacity building, shared resources and partnerships would lead to much better and lasting outcomes.
- 6) LLS needs to be ‘the enabler’, not necessarily ‘the deliverer’.
- 7) LLS has the opportunity to be the planner etc- but will be more efficient to harness the functions of existing on-ground community groups to allow the grassroots to continue to function and improve, this value adds to each organisation and leads to better outcomes.
- 8) LLS needs to be much more integrated and much more community based than CMAs.

This session was followed by a facilitated Q&A session. A snapshot of key messages from this session:

- Crafting bottom up and top down, and melding what the investors want with what community needs.

- The important thing is, everyone is on the same page, understanding the roles, opportunities, the same base information to begin the conversations.
- LLS needs a bit of patience, we are new, we have a lot of new people, new legislation - if we (LLS) haven't engaged, it's not because we don't want to engage, we just haven't had time to explore yet.
- It's really important that we start talking in values, value statements. Unless we come up with some shared and common values we will get nowhere.
- Success in partnerships doesn't happen overnight, it happens in the grounding- the cups of tea and the face to face time.
- Landcare can influence and impact on all the major pillars of LLS, not just NRM. Community engagement, biosecurity, NRM and emergency management.
- It's not always about funding, some groups just have a passion for their little plot of country
- It's ok to have robust conversation- Forming, Storming, Norming, and Performing it will lead to better outcomes.
- Landcare can be a strategic planning agent not just a delivery agent.
- Enabling is giving opportunities at the scale they are capable. Assisting people to be at the level they are comfortable with, giving them choice and giving them the opportunities.
- Devolution! Devolving decision making and financial resources. Built on relationships and trust. Efficiency and effectiveness. LLS need to devolve to those who are able to assist.
- It's important to find the balance between efficient and effective- you can be efficient without being effective.
- Ownership is the key, give community ownership and you will get a high return on investment, better ongoing maintenance and longevity, and a community with more capacity.
- The power of groups, what is Landcare good at, what is LLS good at- let's define our roles.
- Responsibility= Response and Ability the what are we good at, what is our opportunity to respond.
- Relationships, relationships, relationships- it's where it all starts.



Anya Salmon, GWYMAC Inc Community Support Officer and New England North West Landcare delegate speaking with Mike Williams, facilitator in the background. Photo Bill Pigott.

Session 2: Building Regional partnerships for local delivery

This session involved working in small, pre-organised, multi-regional groups of about eight participants. Each group was assisted by a facilitator. The questions posed for the groups to work on were:

- 1. What are our opportunities of partnerships into the future?**
- 2. Of all the potential opportunities your small group has mapped out, what are the shared opportunities of LLS and Landcare and what might be the immediate opportunities, near term opportunities and longer term opportunities?**

The butchers paper transcription is included in Appendix 3.2b

The following are some key quotes captured during the reporting back from the groups, which can be found at Appendix 3.2a

- *Partnership between Landcare and LLS is an opportunity in itself- if we can agree to have the partnership we don't know what will evolve from there.*
- *The KEY for the LLS is resourcing and supporting your community.*
- *Projects to be planned together.*
- *Common objectives, we need to focus on outcomes NOT outputs.*
- *Resourcing and support, LISTENING and collaboration UPFRONT.*
- *Local knowledge linked with staff knowledge.*
- *Landcare Delivery and LLS compliance; Landcare Flexibility and LLS Resourcing.*
- *LLS should use the existing Landcare organisations as the basis for their NRM engagement, build from there to capture the people in NRM that aren't necessarily engaged through Landcare.*
- *Develop a solution based culture, will generate value.*
- *Celebration of achievements.*
- *A huge wealth of capacity, goodwill and enthusiasm and preparedness to work on both side of the table- where we are a bit fuzzy still is how we will mesh.*

Session 3 – Criteria for Partnership success and what are the metrics?

The multi-regional groups then worked together on the following question:

What are the criteria for partnership success at a state scale and what are the measurements of success and how could they be measured – i.e. what's the metric?

The butchers paper transcription for this is included in Appendix 3.2b

Some of the words heard in the room for this session were:

.....mutual success, trust, honesty, capacity, keep it simple and inclusive. Be mindful of each other's needs, argue about the important things, represent at the right level, discussion before decision. Work together to manage wicked issues.....

Session 4 –Partnerships at the regional scale

Participants at tables were then re-arranged into in regional groups, to answer:

What are the additional criteria for partnership success at your regional scale?

The full write of the information from this session is included in **Appendix 3.2a.** and is summarised as part of the Summary of Regional Table Information on page 11 of this report.

Some quotes from the feedback session include:

- *There is potential here for us to work together, we are starting to see where we can work together already.*
- *Persistence and patience is required.*
- *We identified a series of values that were common to those around the table. We are on the way to a relationship.*
- *We have a partnership based on contractual obligations, we want to develop that into a relationship of collaboration, and genuine mutual respect.*
- *We are confident that our region has a genuine start here.*
- *The 3 must haves in regional relationship*
 - 1) *Discussion before decision*
 - 2) *Who will be at the table*
 - 3) *A joint vision*



During break-out sessions, some groups chose the sunny outside areas for inspiration!
Photo Bill Pigott.

Forum dinner

The Forum dinner was held at the Dubbo Western Plains Zoo. The Forum organisers were pleased that the Hon. Troy Grant MP, Member of the Legislative Assembly; Member for Dubbo; Minister for Hospitality, Gaming and Racing, and Minister for the Arts was in attendance and made a formal address.

Minister Troy Grant, prior to his current appointment was the Parliamentary Secretary for Natural Resources, and as such has made a huge contribution to Landcare, in particular through his role as the Chair of the Steering Committee for the NSW Landcare Support Program Business Plan. It is through this program that much needed targeted investment in providing support products to Landcare groups, as well as a platform for improving relationships between Landcare and Regional Bodies (previously CMAs, now LLS). Rob Dulhunty, the Chair of Landcare NSW, on behalf of all present thanked Troy for his efforts and genuine commitment over the preceding 3 years.



Rob Dulhunty, Chair, Landcare NSW addressing guests at the Forum dinner.

Rob Dulhunty, also announced the appointment of an Executive Officer for Landcare NSW, Leigh McLoughlin, and took the opportunity to announce the launch of a new partnership between Landcare and Pozible, an internet-based, crowd funding organisation. This partnership has provided a dedicated Landcare and Environment platform for Landcare groups to “pitch their project to the World” providing an opportunity to raise funds for the project whilst also telling their Landcare story to the world. As partners in the proposal, Pozible provide the platform, whilst Landcare NSW underpin and facilitate the support for and promotion of the opportunity for Landcare groups, in NSW and beyond. The official launch of 25 keynote projects will be at the National Landcare conference to be held in Melbourne in September 2014.

Day 3 - Supporting the Collaboration

On day 3 over 40 participants partook in a special walking tour of the Western Plains Zoo followed by breakfast, which provided an extra, casual networking opportunity.

A recap of day 2 provided an opportunity to reflect on the key messages from the day, as well as looking at how the work from this forum may be progressed.

Some key comments included:

- *It's a start! There are elephants in the room including local government and the threatened budget cutbacks as well as the proposed Green Army but there's a sense of change, and an optimism.*
- *Previously, across the state, things were so different – based on the personalities across the state. We don't want to be prescriptive, but we need to develop guiding principles. There's genuine willingness and commitment to make this work.*
- *How are we going to get all this material into something that's meaningful and productive?*
- *We don't want to lose the energy and the passion from last night. We don't want to expend all this energy and go nowhere. A way forward might be to set up a reference group and set up some sort of strategic plan. We will keep everyone informed and involved.*

Session 5 – Building the Partnership

Session 5: Case Studies – Murray LLS and South East LLS

Two case studies were presented to demonstrate positive examples of engagement and partnership building during the current transition phase. These case studies were presented by the South East region and the Murray region, and focussed on key ingredients for success. There was also opportunity for both discussion and questions.

South East LLS

1. Open communication - listening and actually hearing, willingness, openness and taking time to engage and build trust
2. Positive facilitated approach- enabled to see the opportunities
3. Leadership and commitment from both parties

Murray LLS

1. Reconfirm a commitment to localism - in the vision and mission.
2. There is no need to rush - we need to provide certainty to Landcare but there is no need to rush the process, we need to get it right.
3. Undertake a comprehensive peer review.
4. Establish a robust interim arrangements- Murray plugged into the existing groups eg. Landcare or producer group for the interim.

5. Apply adaptive governance at the appropriate scale- we need to understand that even though we take the time to have the conversation, it will need to adapt over time. We need to ensure we plan for flexibility.

These case studies provided an example of what could be achieved and the steps undertaken in those regions to develop a collaborative partnership. Copies of the presentations are attached at **Appendix 3.3a& 3.3b**.

Session 5: Regional Action Plans

Participants then re-convened to their regional groupings as per the end of Day 2, to discuss and record what actions should be taken, at a regional scale, during this transitional phase to build regional partnerships? Each table was provided a facilitator, and groups reported back to the forum at the end of their session.

The full write of the information from this session is included in **Appendix 3.2a**. and is summarised as part of the Summary of Regional Table Information on page 13 of this report.



Forum participants engaged in Round Table work. Photo Bill Pigott

Summary of Regional Table Information from Session 4 and Session 5

Following the Forum the extensive collection of data was collated and distributed to participants. Representatives from each region were asked to summarise their regional data for inclusion in the Forum report. The following is as reported from the regions:

South East

Common purpose: South East LLS and Landcare will work together to enable local people and communities improve their environments.

It is recognised that collaborations between LLS and Landcare will vary across the region, and operate at a range of scales. Both parties aspire to relationships based on trust, respect, connection and understanding. Successful collaborations are founded in agreed values, intentions and practices, and working towards a common purpose.

These broadly capture the nature of the agreed relationship and the benefits to Landcare and LLS.

Murray

Action Plan:

- Stock take: What do we have? i.e Landcare prod groups
- Regional network / group meeting
- Develop guiding principles /partnership framework
- Engage via similar forum to this one – Fresh start + be inclusive
- Needs analysis
- Discussion paper
- Sharing of projects / good news /network workings / org from all parties
- Intend to come together
- Develop info to go to LLS management (frameworks, projects, outcomes)

Greater Sydney

- Formalise Greater Sydney Landcare network;
- Develop vision statement;
- Partnership framework to be created;
- Who do we represent?
 1. Engage and mobilise the key vol. reps and other groups.
- Strategically explore groups and key activities running parallel & focus on a shared activity;
- Partnerships meeting with senior LLS staff and board representatives attending with invited partners:
 1. Present to the board and GM scope of Landcare via the groups at the meeting (case studies);
 2. Work out vision;
 3. Discuss roles and capacity.
- Twice a year meeting with key representatives to help plan, share, allow similar groups to network;
- Create a prospectus for the groups (theme groups > include an activity) to help with sponsorship;
- Up skilling volunteers – a training program;
- Define roles of LLS in the partnership e.g. media assistance;
- Share a membership list.

Western

Action planning thinking:

- Desire for an open book partnership.
- Programs that reflect Landcare values will have equal involvement in program planning and must reflect sustainable agriculture outcomes.
- Need to utilise the skills both partners bring to the table.
- Need to respect and maintain autonomy of partner groups.

Northern Tablelands

- Upstream collaboration rather than downstream based on the following definition. Upstream processes are designed to prevent an issue or dispute from arising or to manage conflict at an early stage, while downstream processes involve managing or resolving an existing dispute or conflict.
- Ensure regular feedback between the two organisations what's working what isn't. It shouldn't just be LLS to Landcare but it needs to be the other way as well.
- Unified. Robust internal discussions that lead to a unified point of view that benefits the community.

Hunter

The nature of the agreed relationship between LLS and Landcare in your region:

- Building capacity for LLS and Landcare
- A collaborative, true and proper partnership where there is equality between both parties in the relationship
- The Landcare and producer networks will be the primary community contacts and key contacts identified in Hunter LLS

The benefits for both Landcare and the LLS of this relationship:

- Better environmental production and community outcomes
- More informed land managers and future land managers i.e. youth
- Improved efficiency and effectiveness with/amongst groups

Central Tablelands

- Get the message out:
 - Putting positives in for the benefit of our communities;
- Form an advisory group of all the different Landcare networks;
- Clarify resources needed;
- Identify and agree on roles and responsibilities;
- Organise events as a conduit to promote messages, re-engage community and groups;
- Round table on values and principles and peer review to develop framework for both a local focus (local meetings) then regional meeting to move forward;
- Values:
 - Open communication;
 - Positive facilitation approach;
 - Leadership and commitment (SE Landcare).
- Engage with school and show societies and local government and Aboriginal communities (Stage 2);
- Spatial relationships and theme / network relationships – to build regional collaboration;

Riverina

- Need for increased communication at senior levels of Riverina LLS and Murrumbidgee Landcare Inc.
- Clarification is needed of roles and responsibilities.
- There needs to be an agreed set of principles:
 - Regular communication
 - Transparency
 - Shared values – identify and promote ASAP.
- Landcare needs to seek input into and sharing of Riverina LLS strategic plan, which is under development
- Need to collate ideas from Landcare groups as to how they want to be supported (most of this is done – see Alan Cole's reports, LLS comments and Community Partnerships application from MLI)
- Get some successes on the board (e.g. through joint funding of projects)

Central West

- The Central West LLS and Landcare have a strong foundational relationship based on work carried out by the previous Catchment Management Authority. In recognition of this we will incorporate learnings from the past into the way our future relationship will work.
- The Central West LLS and Landcare will build a partnership that exhibits mutual support, open communication and agreed outcomes and responsibilities.
- Landcare and the Central West LLS will work together in a way that recognises Landcare as a valuable source of local knowledge and as the eyes and ears of the community. LLS as a service delivery organisation will incorporate input from Landcare into future planning and program delivery and will support Landcare as an important partner in project delivery.

North Coast

- Developing a platform of common understanding;
- Endorsement by Board:
 - Localism;
 - Statement of common purpose;
 - Understanding of public participation;
- RLF role – how is it integrated defining role.
- Landcare:
 - Acknowledgement of value of partnership

LLS:

- Alignments, traction, respect;
- Working group (NCRL + LLS);
- draft / supporting frame work;
- Board engagement;

North West

Three must haves for the LLS and Landcare relationship in our region:

- Partners of Choice
- Joint Vision → End Goal/s
- Discussion before decision

Shared values:

- Respect
- Profit
- Trust
- Collaboration
- Commitment
- Productivity
- Longevity

Measure

- Emergence of new partnerships
- Identify the capacity that has been built
- Have an 'asking' culture vs. 'telling' culture
- Know what skills you have amongst you

Session 6 – How might Landcare and LLS progress and negotiate partnerships during this transitional phase?

This was an open session focused on how Landcare and LLS might progress and negotiate partnerships during this transitional phase. Specific results will be drawn from the butchers paper for each region, and each region will progress these. In addition the need for a state wide approach to support and underpin regional scale partnerships was recognised.

Below are comments from the open session:

- *Modernise that agreement, refreshing the vision with the new deliverables.*
- *We have a draft document.*
- *We have a supporting framework embedding the RLF.*
- *Given the four pillars- we need to include the less than usual suspects that need to be engaged.*
- *Keep it as a moving document; develop a partnership framework- communication plan.*
- *We need a transparent decision process for how LLS devolve resources.*
- *We have developed a list of actions to do together in this 30 minute session!*
- *Walk together right from the start.*
- *Experience sharing.*
- *A bit more cohesion in the world, there is partnership in progress.*
- *Two paradigm shifts, one is about the funding and the other is the relationship.*
- *Landcare can't live without LLS, and LLS certainly can't live without Landcare.*

Where to from here?

- The information gathered/collected will be the subject of a separate project to synthesise the information into a guiding framework to underpin partnerships and collaboration.
- A working group of Landcare and LLS will be established to build upon the work of the Forum.



Forum participants during the Feedback Sessions. Photo Bill Pigott.

Evaluations of Day 2 & 3

– Partnerships & Collaboration

91% of participants felt that the forum enabled them to further the relationship between LLS and Landcare.

All participants felt that the forum either enabled a path or provided some ideas to help develop a path for future collaborations.

Issues / actions that are influencing how you feel

Comments from Landcare representatives included:

- *Some very positive examples from other regions of LLS – Landcare collaboration to emulate and learn from others.*
- *The forum has provided wonderful opportunity to network and connect.*
- *We have identified genuine common ground.*
- *Need to be patient to understand the complexity of the tasks LLS face.*
- *Commitment from LLS & Landcare operational staff to work together on an operational basis*
- *Emotion around funding decisions federally.*
- *Being realistic and prepared in the current financial climate.*
- *Good meetings prior to this forum, backed by solid relationship extensions at the forum assure me of a strong future regardless of budgets.*

Comments from LLS representatives included:

- *Having discussion with other Landcarers from across NSW – fantastic.*
- *Many opportunities to talk with Landcarers from our region.*
- *Strong relationships that must work – ie, we will have to do whatever it takes to ensure our relationships are workable (no one can take their bat and ball and go home).*
- *Landcare needs an opportunity to develop community strategies and LLS can provide that opportunity.*
- *Opportunity to find new ways to do business.*
- *Early action – proactive.*

What more needs to be done?

Comments from Landcare representatives included:

- *Regional get togethers to replicate this process and engage the communities of Landcare and LLS.*
- *Collect, collate and express evidence about Landcare capacity and likelihood of return on investment across “5 Capitals” to inform decision making.*
- *Develop shared values and define the roles and responsibilities of LLS and Landcare to set the platform.*
- *Approach LGAs to be involved in forum.*
- *Get commitment from senior management and boards from both parties to participate in the strategic level development of the partnerships.*
- *A ‘health check’ is needed of the developing relationships between LLS and Landcare, region by region and mediation or facilitation be provided to laggards.*
- *Convincing governments of the essential need to support Landcare.*

Comments from LLS representatives included:

- *Develop timetables for reporting back.*
- *Work on how Landcare can contribute to biosecurity and other pillars.*
- *Develop more vigorous / regular communication across networks.*
- *Form a formal state-wide LLS / Landcare working group.*
- *Valuing the relationship being formed.*
- *Look at opportunities outside NRM for relationship growth.*
- *Push governance standards and kits out to local and regional Landcare groups.*



The forum venue provided great spaces and atmosphere for networking.

Photo Bill Pigott.

General comments regarding the running of the forum were overwhelmingly positive and included:

- *Great to share ideas, time together, build relationships*
- *My bureaucratic language has improved immensely especially my understanding of adaptive governance and devolving project delivery using localism principles*
- *It appears that the NSW DPI Landcare team and LNSW have developed a very strong working relationship – very good development.*
- *Most missed the relevance of LGAs – LGA is a major player*
- *An amazing experience – vibrant and engaged communities working together*
- *Trust is imperative to a positive relationship. LLS isn't perfect, neither is Landcare. We are doing the best we can.*
- *These meetings are probably too long and may need to be more focussed – the regional discussions had a better outcome at the regional level not at a state level.*
- *Good to have reasonable length breaks for networking (although they are never long enough)*
- *This has been a wonderful forum – the pledge to keep the participants informed and involved in ongoing collaborations would be great*
- *A great forum. It's a shame not more LLS Chairs / GMs were here*
- *Congratulations in organising a great forum and planning to organise the agenda in a way to allow for really good discussion among groups and regions*
- *Zoo walk was a great break, the sessions were productive and intense long days!*

Evaluation Day 1 Landcare Community of Practice

Participants on Day 1 included Landcare community members, Regional Landcare Facilitators and Landcare staff. The program included:

- Networking Sessions & Regional overviews (Landcare Community)
- RLF State meeting (RLFs and contract managers)
- Skills building sessions (Landcare Community and RLFs)

There were a total of approximately 55 participants

From the feedback:

- 97% of survey respondents gained useful take home information to utilise in their Landcare activities;
- 76% of survey respondents increased their knowledge of support structures and tools available to Landcare; and
- 100% of survey respondents established or reconnected with contacts who may provide a network of support and information.

These results are a positive representation of the value of the workshop but considering the workshop participants were targeted as Landcare 'leaders' in their community it reflects the importance of such gatherings; that is, the information and opportunities presented aren't easily available elsewhere.

Networking Sessions

Session 1: Landcare in NSW, and the role of Landcare NSW

This session provided an overview of Landcare NSW; its beginnings, structure and role in the context of the Landcare operating environment.

Session 2: Landcare in the regions

This session captured some key messages, challenges and opportunities from each region/area. Information generated by this session is currently being collated.

Session 3: The Landcare and Regional Body relationship

During this session some context was provided to increase participants understanding of the work that has occurred in the area of the Landcare and regional body relationship was presented.

Issues raised included:

- RLF support does not replace support and resources for effective active Landcare Networks.
- Lack of commitment from LLS towards Landcare engagement.
- Lack of knowledge of NRM within (some LLS) boards.
- Lack of communication from 'strategic' to 'local' levels within Landcare state network.
- Opportunities of working with new LLS.
- Federal funding up in the air.

Survey question 'what more needs to be done?'; feedback included:

- Need to keep these forums going as great opportunity to get out of local level and experience what is happening at more strategic level, and how MUCH LNSW is doing!
- Keep records and demonstrate the value of LC / NRM to decision makers. Be smart about it.
- Active conversations with Landcare groups on the ground, so the LLS Board and staff can see the positive work Landcare has done over long period.
- Be clear about our Landcare group objectives and communicate them to LLS.



Day 1 participants, William Hawkins from the Landcare Support Unit, Department of Primary Industries and John Bavea from Glenrac, the Landcare network in Glen Innes. Photo Bill Pigott.

Skills Building Sessions

Session 4: Activities from the NSW Landcare Support Program

An overview of current projects and the outcomes of the NSW Landcare Support Program was given.

Session 5: The Landcare Prospectus – Crowd Funding

Jen Quealy (Landcare NSW) provided an interesting overview of crowd funding and how to do it successfully.

Session 6: How might Landcare and LLS progress and negotiate partnerships during this transitional phase?

Participants were given the opportunity to attend sessions to suit their needs as described below.

1. Selling your Story: The Snapshot, Media & Social Media Skills – Jen Quealy
2. Running your Group: “Landcare in a Box” – Fiona Adams
3. Your Gateway to the World: The Gateway Website– Colleen Farrow & Marita Sydes

Feedback: Jenny and the Social Media workshop was fabulous - more workshops please!

List of Appendices - Volumes 2 & 3

VOLUME 2

Appendix 1 Invitations, attendance and pre reading

- 1.1 Invitation
- 1.2 Invitation list and attendance
- 1.3 Key Documents and Pre Reading
 - 1.3.a Key Documents
 - 1.3.b Pre reading – Statement of Common Purpose
 - 1.3.c Pre reading – Localism Position Paper
 - 1.3.d Pre reading – Summary from the NRM Roundtable - NRC
 - 1.3.e IAP2 –Public Participation Spectrum

Appendix 2 Day 1 – Landcare Community of Practice

- 2.1 Agenda
- 2.2 Write Up Day 1
 - 2.3a Slide show - Landcare in NSW and the role of LNSW
 - 2.3b Slide show - The Landcare Regional Body relationship
- 2.5 Evaluation Day 1

Appendix 3 Forum Days 2&3 – Building Partnerships and Collaboration

- 3.1 Agenda
- 3.2a Write Up Day 2 and 3
- 3.2b Butchers paper write up
- 3.3a Slide show Murray
- 3.3b Slide show South East LLS
- 3.4 Evaluation

VOLUME 3

Appendix 4 Forum Organisation -

