



Local Land
Services

The 2014 NSW Regional Landcare Support Forum

30 May -1 June 2014 Dubbo Zoo.

Volume 2 Appendices 1,2&3

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



Department of
Primary Industries

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Appendix 1 Invitations, attendance and pre reading

1.1 Invitation

Dear ,

You're invited to attend the 2014 NSW Regional Landcare Support Forum to be held in Dubbo, May 28/29/30.

The NSW Regional Landcare Support Forum will bring together key players from the Regions to provide skills, tools and understanding to help build productive partnerships between government, Local Land Services and Landcare.

This will be an excellent opportunity for Landcarers and Board members and staff from your regional LLS, to meet and kick start good working relationships or advance existing ones.

Day 1 Community of Practice (lunchtime start)

- Regional overviews and skills building sessions
- The State gathering of RLF's will occur on Day 1

Day 2 Building Partnerships and Collaboration (will include LLS staff and board members)

- Setting the scene - Local Land Services, Landcare, National Landcare Program, Department of Primary Industries, Natural Resources Commission
- Building Regional partnerships for local delivery
- NSW Government Landcare Support - what has been achieved
- Forum dinner

Day 3 Supporting the Collaboration - will include LLS staff and board members (lunchtime finish)

- Facilitated working groups
- Regional mechanisms to support regional collaborations
- State support of effective regional collaboration.

The Forum is designed to provide shared learning about the changes to NRM delivery and provides facilitated sessions so that for each region, LLS Board, staff and Landcarers can work together on aspects of the community engagement plan.

To register your attendance, please complete [this registration form](#).

Kind Regards



Rob Dulhunty
Chairman
Landcare NSW



John Macarthur-Stanham
Chairman
Local Land Services Board of Chairs

The 2014 NSW Regional Landcare Support Forum is jointly hosted by Landcare NSW and the NSW DPI Landcare Support Unit. It is funded by the NSW Government's Landcare Support Program, Strategic Business Plan 2011-2015.



1.2 Invitation list and attendance

Invitees	First Name	Last Name	Title
ACT Landcare	Sally	McIntosh	
ACT Landcare	Joslyn	van der Moolen	Regional Landcare Facilitator
Barrier Area Rangelandcare Group	Tas	Clarke	Chair
Berry Landcare Inc	Bill	Pigott	
Big Lap for Landcare	Graham	Rand	
Boorowa Community Landcare Group Inc	Heather	McLeod	
Border Landcare Organic Group (BLOG)	Douglas	Fox	Executive Member
Brunswick Valley Landcare Inc	Wendy	Gibney	Community Support Officer
Buckwaroon Catchment Landcare Group	Robert	Chambers	Chair
Central Tablelands Landcare Group Inc	Graeme	Ross	Vice-President
Central Tablelands LLS	Peter	Sparkes	General Manager
Central Tablelands LLS	Ian	Armstrong	Chair
Central Tablelands LLS	Liz	Davis	
Central West Lachlan Landcare Inc	Margot	Jolly	Chairperson
Central West Lachlan Landcare Inc	Christie	Elemam	Project Officer
Central West LLS	Danielle	Littlewood	Regional Landcare Facilitator
Central West LLS	Laurie	Dwyer	General Manager
Central West LLS	Tom	Gavel	Chair
Central West LLS	Jane	Chrystal	RLF Contract Manager
Coffs Harbour Regional Landcare Inc	Barry	Powells	
Coffs Harbour Regional Landcare Inc	Kara	Smith	
Corowa Landcare Group	Bronwyn	Thomas	
Corowa Landcare Group		Corowa	
Curban Landcare Group	Danielle	Bonnington	Landcare Support Officer
Dangarsleigh Landcare Group	Stephen	Harvey	
Department of Agriculture	Russ	Glover	
Department of Primary Industries	Greg	Marwick	Regional Director Western
Department of Primary Industries	Renata	Brooks	Deputy Director General, Catchments and Lands
Department of Primary Industries	Kerryn	Richardson	Director Catchments
Department of Primary Industries	William	Hawkins	Team Leader, CMA Support, Governance and Landcare
Department of Primary Industries	Colleen	Farrow	State Landcare Coordinator - Catchments
Department of Primary Industries	Marita	Sydes	Catchment and Landcare Officer - Catchments
Department of the Environment	Tanya	Stacpoole	Director NSW/ACT team
Dubbo Field Naturalist and Conservation Society	Kerry	Palmer	
Dunedoo Coolah Landcare	Marie	Hensley	Landcare Support Officer
Fullerton Hadley Landcare Group	Nerida	Croker	
Garigal Landcare Group	Conny	Harris	
Glenrac Inc	John	Bavea	
Greater Sydney LLS	Rebecca	Mooy	Senior LLS Officer
Greater Sydney LLS	Vanessa	Keyzer	Regional Landcare Facilitator
Greater Sydney LLS	Mike	Keegan	General Manager

Invitees	First Name	Last Name	Title
Greater Sydney LLS	Terry	Charlton	Chair
Greater Sydney LLS	Robert	Adam	RLF Contract Manager
GWYMAC	Anya	Salmon	
Harden Murrumburrah Landcare Group	Louise	Hufton	
Harnham Landcare Group	Karen	Zirkler	
Hastings Landcare Inc	Daintry	Gerrand	RLF Contract Manager
Holbrook Landcare Network	Michael	Gooden	Acting CEO
Holbrook Landcare Network	Edwina	Hayes	Regional Landcare Facilitator
Hovells Creek Landcare Group Inc	Keith	Hyde	
Hunter LLS	Nev	Reis	Regional Landcare Facilitator
Hunter LLS	Brett	Miners	General Manager
Hunter LLS	Susan	Hooke	Chair
Hunter LLS	Liane	Corocher	RLF Contract Manager
International Environmental Weed Foundation	Bev	Debrincat	
Jenolan Landcare	Ian	Eddison	
Jen Quealy TBL Creative Partnerships	Jen	Quealy	
Karuah Great Lakes Landcare Management Committee Inc	Robyn	Lamond	Chairperson
LachLandcare Inc	Leanne	Leihn	Regional Landcare Facilitator
LachLandcare Inc	Emma	Thomas	
LachLandcare Inc	Charlie	Arnott	RLF Contract Manager
Lake Macquarie Landcare	John	Hughson	
Landcare Illawarra	Adrian	Begg	Chair
Landcare NSW Inc	Kath	McLoughlin	
Landcare NSW Inc	Mandy	Harris	Projects Officer
Landcare NSW Inc	Sonia	Williams	General Manager
Landcare NSW Inc	Fiona	Adams	Landcare Member Services
Landcare NSW Inc	Robert	Dulhunty	
Leigh McLaughlin	Leigh	McLaughlin	
Little River Landcare Group Inc.	Pip	Job	
Liverpool Plains Land Management	David	Walker	
LLS Board of Chairs	John	Macarthur-Stanham	Chair
Local Land Services Executive Support Unit - Board of Chairs	Tim	Ferraro	Executive Manager
Local Land Services Executive Support Unit - Board of Chairs	Jessica	Brown	
Macquarie 2100	John	Ryan	Executive Officer
Macquarie 2100	Col	Hamilton	
Manning Landcare Inc	Christopher	Scott	
Michael Williams & Associates Pty Ltd	Michael	Williams	
Murray LLS	Chris	Cumming	Manager Strategic Land Services
Murray LLS	Gary	Rodda	General Manager
Murray LLS	Alex	Anthony	Chair
Murrumbidgee Landcare Inc	Tom	Stacy	Chair
Murrumbidgee Landcare Inc	Wendy	Minato	Regional Landcare Facilitator
Murrumbidgee Landcare Inc	Marion	Benjamin	Program Manager

Invitees	First Name	Last Name	Title
Murrumbidgee Landcare Inc	Anna	van Dugteren	Regional Landcare Facilitator
Murrumbidgee Landcare Inc	Tony	Robinson	
Muscle Creek Landcare Group Inc	Stephen	Thatcher	Chair
Nambucca Valley Landcare Inc	Tim	Ryan	
Natural Resources Commission	Jeffrey	Bell	NRC Practice Leader
Natural Resources Commission	John	Keniry AM	Commissioner
Natural Resources Commission	Bryce	Wilde	Executive Director
New England North West Landcare	Lou	Gall	Regional Landcare Facilitator
New England North West Landcare	Mark	Kesby	Regional Landcare Facilitator
New England North West Landcare	Jennie	Coldham	Regional Landcare Facilitator
New England North West Landcare	Tanya	Slack-Smith	Regional Landcare Facilitator
North Coast LLS	David	Merrikin	RLF Contract Manager
North Coast LLS	Bruce	Brown	General Manager
North Coast LLS	Kent	Lee	Chair
North Coast LLS	Royce	Bennett	Manager Land Services - Strategic
North Coast Regional Landcare Network	Jodie	Gager	Regional Landcare Facilitator
Northern Landcare Support Services	Bob	Jarman	
Northern Tablelands LLS	Carina	Johnson	Regional Landcare Facilitator
Northern Tablelands LLS	Hans	Hietbrink	Chair
Northern Tablelands LLS	Paul	Hutchings	General Manager
Northern Tablelands LLS	Sally	Croker	RLF Contract Manager
Northern Tablelands LLS	Liz	Blair	
North West LLS	Conrad	Bolton	Chair
North West LLS	Ken	Flower	General Manager
North West LLS	James	Hutchinson-Smith	RLF Contract Manager
NSW Parliament	Katrina	Hodgkinson MP	NSW Minister for Primary Industries
Nullamanna Landcare Group	David	Worsely	
Office of Environment & Heritage	Peter	Dixon	Senior Manager Environmental Grants
Office of Environment & Heritage	Terry	Bailey	Acting Chief Executive
Rice Growers Association Environmental Champions Program	Neil	Bull	RGA Environmental Projects Manager
Riverina LLS	Lilian	Parker	
Riverina LLS	Mark	Leary	Team Leader (East)
Riverina LLS	Rob	Kelly	General Manager
Riverina LLS	Sam	Archer	Chair
Riverine Plains Inc		Info	
Scone Landcare Inc	Ruth	Hardy	
South East	Peter	Pigott	Regional Landcare Facilitator
South East Landcare	John	Carter	
South East Landcare	Mandi	Stevenson	
South East LLS	David	Mitchell	Chair
South East LLS	Gavin	Whiteley	General Manager
South East LLS	Neil	Rendell	RLF Contract Manager
South East LLS	Chris	Presland	Manager Land Services

Invitees	First Name	Last Name	Title
Tamworth Regional Landcare Association	Stephanie	Cameron	
Tilligerry Habitat Association Inc	Fran	Corner	President
Troy Grant MP Office	Troy	Grant	Member for Dubbo
Tuckers Rocks Dunecare	Colin	Matthews	
Tuggeranong Land Carers	Glenys	Patulny	
Upper Gwydir Landcare Association	Frances	Young	CSO
Upper Lachlan Landcare	Mary	Bonet	Landcare Support Officer
Upper Limpinwood Catchment Landcare Group	Claire	Masters	
Upper Mooki	Craig	Carter	
Wagga Wagga Urban Landcare	Jeanette	Coventry	
Wagga Wagga Urban Landcare Group	Ted	Wolfe	RLF Contract Manager
Watershed Landcare Inc	Hunter	White	Treasurer
Western Landcare NSW Inc	Stuart	Mosely	
Western Landcare NSW Inc	Anne	Holst	Regional Landcare Facilitator
Western LLS	Justin	McClure	Board member
Western LLS	Tom	Hynes	Chair
Western LLS	Rob	Gregory	General Manager
Western LLS	Kaye	Gottschutzke	
Western LLS	Andrew	Hull	RLF Contract Manager
Western Murray Land Improvement Group	Rick	Ellis	
Willow Warriors Inc	Jeff	Cottrell	President
Wingecarribee Landcare and Bushcare Group	Lyndal	Breen	

First Name	Last Name	Organisation	Position	Day 1	Day 2	Day 3	Dinner
Christie	Elemam	Central West Lachlan Landcare Inc	Project Officer	✓	✓	✓	✓
Danielle	Littlewood	Central West LLS	Regional Landcare Facilitator	✓	✓	✓	✓
Danielle	Bonnington	Central West Lachlan Landcare Inc		✓	✓	☐	✓
Jane	Chrystal	Central West LLS	RLF Contract Manager	☐	✓	✓	✓
John	Ryan	Macquarie 2100	Executive Officer	✓	✓	☐	☐
Kerry	Palmer	Dubbo Field Naturalist & Conservation Society		✓	✓	✓	✓
Laurie	Dwyer	Central West LLS	General Manager	☐	✓	✓	✓
Margot	Jolly	Central West Lachlan Landcare Inc	Chairperson	✓	✓	✓	✓
Marie	Hensley	Dunedoo Coolah Landcare	Landcare Support Officer	✓	✓	✓	✓
Pip	Job	Little River Landcare Group Inc./LNSW	Executive Officer	✓	✓	✓	✓
Tom	Gavel	Central West LLS	Chair	☐	✓	✓	✓
Charlie	Arnott	LachLandcare Inc	RLF Contract Manager	☐	✓	✓	✓
Emma	Thomas	LachLandcare Inc	Secretary	✓	✓	☐	✓
Graeme	Ross	Central Tablelands Landcare Group Inc	Vice-President	✓	✓	✓	✓
Heather	McLeod	Boorowa Landcare		✓	✓	✓	✓
Hunter	White	Watershed Landcare Inc	Treasurer	✓	✓	✓	✓
Ian	Armstrong	Central Tablelands LLS	Chair	☐	✓	✓	✓
Leanne	Leihn	LachLandcare Inc	Regional Landcare Facilitator	✓	✓	✓	✓
Liz	Davis	Central Tablelands LLS		☐	✓	✓	✓
Mary	Bonet	Upper Lachlan Landcare/LNSW	Landcare Support Officer	✓	✓	✓	✓
Peter	Sparkes	Central Tablelands LLS	General Manager	☐	✓	✓	✓
Andrew	Hull	Western LLS	RLF Contract Manager	☐	✓	✓	✓
Anne	Holst	Western Landcare	Regional Landcare Facilitator	✓	✓	✓	✓
Justin	McClure	Western LLS	Board member	☐	✓	✓	✓
Kaye	Gottschutzke	Western LLS	Regional Landcare Facilitator	✓	✓	✓	✓
Robert	Chambers	Buckwaroon Landcare Group	Chair	✓	✓	✓	✓
Stuart	Mosely	Western Landcare/LNSW		✓	✓	✓	✓
Tas	Clarke	Barrier Area Rangelcare Group	Chair	✓	✓	✓	✓
Alex	Anthony	Murray LLS	Chair	☐	✓	✓	✓

First Name	Last Name	Organisation	Position	Day 1	Day 2	Day 3	Dinner
Bronwyn	Thomas	Corowa Landcare Group		✓	✓	✓	✓
Chris	Cumming	Holbrook Landcare Network/LNSW		✓	✓	✓	✓
Edwina	Hayes	Holbrook Landcare Network	Regional Landcare Facilitator	✓	✓	✓	✓
Gary	Rodda	Murray LLS	General Manager	<input type="checkbox"/>	✓	✓	✓
Michael	Gooden	Holbrook Landcare Network	Acting CEO	✓	✓	✓	✓
Neil	Bull	Rice Growers Association Environmental Champions Program	RGA Environmental Projects Manager	✓	✓	✓	✓
Glenys	Patulny	Tuggeranong Land Carers/LNSW		✓	✓	✓	✓
Lilian	Parker	Riverina LLS		<input type="checkbox"/>	✓	✓	✓
Louise	Hufton	Harden Murrumburrah Landcare Group		✓	✓	✓	✓
Mark	Leary	Riverina LLS	Team Leader (East)	<input type="checkbox"/>	✓	✓	✓
Ted	Wolfe	Wagga Wagga Urban Landcare Group/LNSW	RLF Contract Manager	✓	✓	✓	✓
Tony	Robinson	Murrumbidgee Landcare Inc		✓	✓	✓	✓
Wendy	Minato	Murrumbidgee Landcare Inc	Regional Landcare Facilitator	✓	✓	✓	✓
Adrian	Begg	Landcare Illawarra	Chair	✓	✓	✓	✓
Bill	Pigott	Berry Landcare Inc/LNSW		✓	✓	✓	✓
David	Mitchell	South East LLS	Chair	<input type="checkbox"/>	✓	✓	✓
Gavin	Whiteley	South East LLS	General Manager	<input type="checkbox"/>	✓	✓	✓
John	Carter	South East Landcare		✓	✓	✓	✓
Lyndal	Breen	Wingecarribee Landcare and Bushcare Group		✓	✓	✓	✓
Mandi	Stevenson	South East Landcare/LNSW		✓	✓	✓	✓
Neil	Rendell	South East LLS	RLF Contract Manager	<input type="checkbox"/>	✓	✓	✓
Nerida	Croker	Fullerton Hadley Landcare Group		✓	✓	✓	✓
Peter	Pigott	South East	Regional Landcare Facilitator	✓	✓	✓	✓
Conny	Harris	Garigal Landcare Group		✓	✓	✓	✓
Graham	Rand	Big Lap for Landcare		✓	✓	✓	✓
Ian	Eddison	Jenolan Landcare		✓	✓	✓	✓
Jeff	Cottrell	Willow Warriors Inc	President	✓	✓	✓	✓
Rebecca	Mooy	Greater Sydney LLS	Senior Local Land Services Officer	✓	✓	✓	✓
Vanessa	Keyzer	Greater Sydney LLS	Regional Landcare Facilitator	✓	✓	✓	✓

First Name	Last Name	Organisation	Position	Day 1	Day 2	Day 3	Dinner
Brett	Miners	Hunter LLS	General Manager	<input type="checkbox"/>	✓	✓	✓
Chris	Scott	Manning Landcare Inc/LNSW		✓	✓	✓	✓
Fran	Corner	Tilligerry Habitat Association Inc/LNSW	President	✓	✓	✓	✓
John	Hughson	Lake Macquarie Landcare/LNSW		✓	✓	✓	✓
Nev	Reis	Hunter LLS	Regional Landcare Facilitator	✓	✓	✓	✓
Robyn	Lamond	Karuah Great Lakes Landcare Management C'tee Inc/LNSW	Chair	✓	✓	✓	✓
Ruth	Hardy	Scone Landcare Inc/LNSW		✓	✓	✓	✓
Stephen	Thatcher	Muscle Creek Landcare Group Inc	Chair	✓	✓	✓	✓
Susan	Hooke	Hunter LLS	Chair	<input type="checkbox"/>	✓	✓	✓
Bob	Jarman	North Coast Regional Landcare Network/LNSW		✓	✓	✓	✓
Daintry	Gerrand	North Coast Regional Landcare Network/LNSW	RLF Contract Manager	✓	✓	✓	✓
Kent	Lee	North Coast LLS	Chair	<input type="checkbox"/>	✓	✓	✓
Royce	Bennett	North Coast LLS	Manager Land Services - Strategic	<input type="checkbox"/>	✓	✓	✓
Anya	Salmon	GWYMAC		✓	✓	✓	✓
Douglas	Fox	Granite Borders Landcare		✓	✓	✓	✓
Jennie	Coldham	New England North West Landcare	Regional Landcare Facilitator	✓	✓	✓	✓
John	Bavea	Glenrac Inc		✓	✓	✓	✓
Sally	Croker	Northern Tablelands LLS		<input type="checkbox"/>	✓	✓	✓
Stephen	Harvey	Dangarsleigh Landcare Group/LNSW		✓	✓	✓	✓
Craig	Carter	Upper Mooki		<input type="checkbox"/>	✓	✓	✓
David	Walker	Liverpool Plains Land Management/ LNSW		✓	✓	✓	✓
Frances	Young	Upper Gwydir Landcare Association	CSO	✓	✓	✓	✓
James	Hutchinson-Smith	North West LLS	RLF Contract Manager	✓	✓	✓	✓
Karen	Zirkler	New England North West Landcare		✓	✓	✓	✓
Lou	Gall	New England North West Landcare	Regional Landcare Facilitator	✓	✓	✓	✓
Mark	Kesby	New England North West Landcare	Regional Landcare Facilitator	✓	✓	✓	✓
Michael	Haire	Yarrie Lake Landcare		✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Steph	Cameron	Tamworth Manilla Landcare		✓	✓	✓	✓

First Name	Last Name	Organisation	Position	Day 1	Day 2	Day 3	Dinner
Tanya	Slack-Smith	New England North West Landcare	Regional Landcare Facilitator	<input type="checkbox"/>	✓	✓	✓
Amanda	Harris	Landcare NSW Inc		✓	✓	✓	✓
Bryce	Wilde	Natural Resources Commission		<input type="checkbox"/>	✓	✓	✓
Colleen	Farrow	Department of Primary Industries	State Landcare Coordinator - Catchments	✓	✓	✓	✓
Fiona	Adams	Landcare NSW Inc		✓	✓	✓	✓
Gill	Robinson			<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Ian	Gerrand			<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Jeffrey	Bell	Natural Resources Commission	NRC Practice Leader	<input type="checkbox"/>	✓	✓	✓
Jen	Quealy	Jen Quealy TBL Creative Partnerships/LNSW		✓	✓	✓	✓
Jessica	Brown	Local Land Services Executive Support Unit - Board of Chairs		<input type="checkbox"/>	✓	<input type="checkbox"/>	✓
Kath	McLoughlin	Landcare NSW Inc		✓	✓	✓	✓
Kerryn	Richardson	Department of Primary Industries	Director Catchments	<input type="checkbox"/>	✓	✓	<input type="checkbox"/>
Kylie	Sutherland	Partner		<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Lauren	Olivieri	Department of Environment		<input type="checkbox"/>	✓	✓	✓
Leigh	McLaughlin	Landcare NSW Inc		<input type="checkbox"/>	✓	✓	<input type="checkbox"/>
Margaret	Walker	Dubbo Local Aboriginal Land Council		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓
Marita	Sydes	Department of Primary Industries	Catchment and Landcare Officer - Catchments	✓	✓	✓	✓
Michael	Sutherland	Alkane Resources Ltd	General Manager	<input type="checkbox"/>	<input type="checkbox"/>	✓	<input type="checkbox"/>
Mike	Williams	Michael Williams & Associates - Independent Facilitator	Independent Facilitator	<input type="checkbox"/>	✓	✓	✓
Peter	Dixon	Office of Environment & Heritage	Senior Manager Environmental Grants	<input type="checkbox"/>	✓	✓	✓
Rob	Youl OAM	Australian Landcare International	Chair	<input type="checkbox"/>	✓	✓	✓
Robert	Dulhunty	Landcare NSW Inc	Chair	✓	✓	✓	✓
Russ	Glover	Department of Agriculture		✓	✓	✓	✓
Sonia	Williams	Landcare NSW Inc	General Manager	✓	✓	✓	✓
Tanya	Stacpoole	Department of Environment	Director NSW/ACT team	<input type="checkbox"/>	<input type="checkbox"/>	✓	✓
Tegan	Sharwood	Department of Environment		<input type="checkbox"/>	<input type="checkbox"/>	✓	✓
Tim	Ferraro	Local Land Services Executive Support Unit - Board of Chairs	Executive Manager	✓	✓	✓	✓
William	Hawkins	Department of Primary Industries	Team Leader, CMA Support, Governance & Landcare	✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Troy	Grant	State Member for Central West	MP			✓	

1.3 Key Documents & Pre Reading

1 3.a Key Documents

NSW 2021 State Plan

Goal 3	Drive Economic Growth in NSW <i>Target</i> <i>Protect Strategic Agricultural Land and Improve Productivity on Farms</i>
Goal 22	Protect our Natural Environment <i>Target</i> <i>Numerous; main applicable target is Protect and Restore Priority Land, Vegetation and Water Habitats</i>
Goal 23	Increase opportunities for people to look after their own neighbourhoods and Environments <i>Targets</i> <i>Numerous; main applicable target is Increase the devolution of decision making , funding and control to groups and individuals for local environment and community activities including Catchment Management and Landcare</i>
Goal 24	Make it easier for people to be involved in their communities <i>Targets</i> <i>Numerous; main applicable targets are increase volunteering and increase community participation</i>
Goal 28	Ensure NSW is ready to deal with major emergencies and Disasters <i>Target</i> <i>Maintain preparedness to deal with Biosecurity threats</i>

Local Land Service Act and Regulation

The first 23 pages are the most relevant regarding Landcare and its support /interaction

Regional Catchment Action Plans / Development of Local Strategic Plans

Upgrade CAPS were a specific priority action under the NSW 2012 State Plan (Goal 23) One of the amendments relating to the former Catchment Management Authorities is to review and enhance the Catchment Action Plans as LLS local strategic plans

Summary of discussion of the Natural Resource Management Roundtable NRC Aug 2013

The Roundtable generated valuable insights and covered a range of topics including governance and leadership, stakeholder engagement and the integration of natural resource management with farm-scale economics. These insights will be useful for the future planning and delivery of natural resource management programs at local and regional levels.

NRC standards and draft standards 2014

Landcare and NRM Regions Statement of Common Purpose - 2013

An MOU between National Landcare Network and the National NRM Chairs Working Group

National NRM Regions Localism Position Paper

Adopted by the NRM Chairs in Mar 2014, to provide a framework to give effect to Localism

Landcare NSW Documents

What is Landcare
A viable Landcare Community
Landcare and LLS (NCRLN)

NSW Government Landcare Support Program Business Plan 2011-2015

A specific priority action outlined in the 2012 State Plan (Goal 23)
Vision: In 4 years time the In four years time Landcare – its people & organisations - will be equipped, engaged & valued partners in NRM in NSW. Landcare will be integrated into local, regional, & State strategic NMR planning & the on ground delivery of priority activities. Through this involvement & contribution Landcare & their communities will enjoy the benefits of a cohesive, resilient & caring community of which people will want to be a part

Various Documents from each Region (CMA/LLS)

eg Southern Rivers CMA / SE LLS Landcare and LLS transition workshop reports
Border Rivers Gwydir CMA Collaborative Governance & Partnership Projects Documents
Murray LLS

National Landcare Program

Not yet released requirement for a community engagement plan by regions

IAP 2 Public Participation Spectrum

Table and Document that explores the various types of engagement

Multiple Benefits of Landcare & Natural Resource Management

2013 report from the Australian Government

Pre Reading – Distributed

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 NRC Roundtable

1 3.e Pre Reading - IAP2 Public Participation Spectrum

Statement of Common Purpose

*Landcare communities and regional NRM organisations working
together in changing landscapes*

Revision Date: 8th October 2013

1. Signatories

This Statement of Common Purpose is an agreement between the **National Landcare Network** and the **National NRM Regions' Working Group**.

The National Landcare Network is the advocacy and representative body for Landcare¹ at the national level. It consists of representatives from peak bodies for Landcare in each State and Territory, and where no peak body exists from nominated representatives for that State/Territory.

The National NRM Regions' Working Group is the representative body of the Chairs of Australia's 55 regional Natural Resource Management organisations. Its members are the representatives from the State and Territory groups of the Chairs.

This initiative is supported by the Australian Landcare Council, Landcare Australia Limited and the National Landcare Facilitator.

2. Purpose of the Statement

The purpose of the Statement is to establish an enduring and productive relationship between our organisations that uses our collective capacity to optimise outcomes for the protection of natural resources in Australia.

We aim to do this by developing a collaborative relationship at the national level that will foster effective working partnerships nationally, regionally and locally, where we have interests in common, and can collectively produce better value and impact.

The benefits of working collaboratively are:

- Landcare and NRM Regions together can more effectively address environmental challenges to maintain and improve landscape health and resilience;
- Better linkages between community empowerment and ownership, and policy development and delivery;
- Opportunities for mutual public recognition at all levels, strengthening the joint and separate reputations of both partners.

The risks of not working more collaboratively together are:

- We fail to adequately address landscape challenges to achieve improved environmental health and resilience;
- We weaken our reputations in the eyes of communities, governments and other investors;
- We have a divided, disengaged and disempowered community;
- We lose community capacity and social capital.

3. Our Shared Objective

We share the common objective of:

Fostering communities that are aware, engaged and active in ensuring Australian landscapes are healthier, better protected, better managed, more resilient and provide essential ecosystem services in a changing world.

We will each pursue this objective through our established mechanisms of communication, mentoring and ideas sharing at local, state and national levels, and for linking with governments at all scales.

¹ Landcare in this document refers to the grassroots movement that encompasses individuals and groups embracing the ethic of caring for their local environment. It includes all 'Care' groups: Land, Coast, Bush, 'Friends of' and farmers' production groups.

4. Individual Focus

We each have a different focus to what we do. Understanding that difference and acknowledging each other's organisational goals, operating approaches and constraints will enhance our collaboration.

4.1. Landcare

- Fosters community self-determination;
- Stimulates voluntary participation in learning about and taking action to address local environmental and sustainable production issues;
- Facilitates the adoption of changed practices;
- Builds community capacity and contributes to the social fabric of communities by enhancing resilience and cohesiveness;
- Brings local expertise and knowledge to the challenge of sustaining landscapes at broader scales.

4.2. Regional Bodies

- Develop regional landscape plans and prioritised investment targets that align government (Commonwealth, State and Territory, and Local) directions with regional community visions for the region, that are based on sound technical knowledge;
- On behalf of larger investors, broker investment in priorities outlined in regional plans, and build regional and community partnerships to implement projects;
- Foster the skills and capacities needed by communities to implement plans.

5. Complementary Strengths

The signatories recognise and acknowledge that in working towards a common objective, much of our work is interdependent and that each can bring complementary strengths to the task when collaborating effectively. For this purpose, our particular strengths are:

5.1. Landcare

- Developing local ownership of issues, solutions and the landscape changes achieved;
- Broad recognition and good reputation in the community;
- Informal structures that enable flexibility and the capacity to quickly respond and adapt to emerging issues and changed circumstances;
- Good local knowledge that supports local innovation and solutions.

5.2. Regional Bodies

- Regional perspectives of landscapes and communities;
- Engaging communities and other stakeholders in developing and implementing regional plans for landscape enhancement;
- Institutional and organisational capacity;
- Access to technical skills and expertise.

6. How We Will Work Together

6.1. A framework for delivery

We agree to meet twice a year:

- to develop views on major issues of common interest;
- to review our collaborative arrangements;
- to develop annual work plans;
- to review this statement and the success of its implementation.

We will meet at other times as needed to drive work on agreed projects.

6.2. What we aim to deliver

Through our respective networks at state, regional and local level, the signatories will work together on:

- developing the mutual recognition and respect that are required to make this agreement work;
- investigating and promoting mechanisms for more effective collaboration between Landcare and regional NRM bodies across Australia at all scales;
- exploring and promoting continuous improvement in the community engagement activities of regional bodies;
- identifying and addressing differences, including points of tension, at the national, state and regional scale;
- a new combined and enhanced capacity to:
 - contribute to policy formulation at the national and state levels and
 - strengthen community input at the regional and local levels.

7. Communication and Support for the Agreement

The signatories agree to actively promote this Statement within their member organisations and to be supportive of its intent amongst their wider stakeholders.

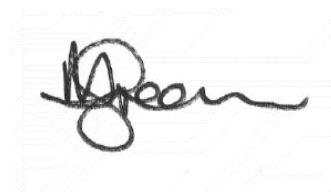


Signed: _____

David Walker

Chair, National Landcare Network

Date: **8th October 2013**



Signed: _____

Pamela Green

Chair, National NRM Regions' Working Group

Date: **8th October 2013**

NATIONAL NRM REGIONS

LOCALISM POSITION PAPER

Purpose

The purpose of this Position Paper is to provide a framework for Regional Bodies to give effect to localism.

Background

In 2010, the Natural Resource Management (NRM) Chairs' Forum endorsed the discussion paper *Australia's NRM Governance System, Foundations and principles for meeting future challenges*. That paper identified 10 principles to underpin the design of future changes in NRM governance. One of those principles was:

Subsidiarity: devolve decision making to the lowest capable level

For best engagement of people's skills and effort, decision making needs to be devolved to the lowest capable level. However, because there is public benefit in looking after every piece of land well, governance design needs to recognise that governments have a legitimate interest in influencing local decisions. Their influence is better exerted through providing direction, standards, guidelines, incentives and sanctions, than through direct decision making at local level. All devolved decision makers need to be accountable for their decisions.

This paper provides a framework to give effect to the subsidiarity principle governance. We have adopted the term **Localism** to describe the framework. By Localism we mean engaging people, wherever possible, in decisions that affect their life, and devolving power to make those decisions to the lowest possible level.

This paper is timely, the Australian Government's new National Landcare Policy promotes the concepts of *Simple, Local and Long-term*. Developing the position paper enables NRM regions to engage directly in assisting the government deliver its policy objectives.

Using the Framework

The Framework is intended to guide regional NRM bodies in strengthening their localism processes. It recognises another of the NRM Governance principles: *Systems approach: match governance mechanisms to the nature of the linked social-ecological system*. This recognises the diversity of our NRM challenges across Australia and the need to need for arrangements in remote areas to be tailored to suit remote communities.

A series of principles are proposed along with a position statement. At the end of the paper we provide an example of how regions can strengthen localism.

Definitions

Regional community: all people who live or work in a region, including landholders, technical experts, Aboriginal people, government agency staff and industry representatives as well as residents in villages, towns and cities.

Devolution: transfer of power, including assets, resources and decision-making, down to the local level.

Double devolution: the transfer of powers firstly from governments to a Regional Body, and secondly from that body to other local people and organisations.

Focal scale: the scale at which an issue, problem or system can be best understood or managed.

Sustainable development: development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Principles

1. An enabled community is a prerequisite to localism: An enabled community is aware, engaged, active, skilled and resourced.
2. To enable communities, devolution of decision making, planning and implementation is also a prerequisite.
3. For devolution and localism to be successful, resourcing is critical for both core support and program/project delivery.
4. Local people know their local area best.
5. Localism is expected to increase capacity and resilience in communities and the spread of innovative practice.
6. Issues are best addressed at the lowest possible scale where there is existing or potential capacity to do so.
7. Localism engenders greater ownership of local problems and solutions, and leverages greater commitment in time and resources from local people and communities.
8. Localism encourages peer support, peer learning and peer review.
9. Localism respects independence as an important empowering trait.
10. Local people should have significant influence over the issues that matter most to them or affect their community.
11. Community can be diverse, uneven and sometimes messy. This is also the strength of communities and needs to be acknowledged and accommodated.
12. Clear lines of responsibility and accountability are vital for effective local governance structures.
13. An environment for meaningful partnerships with local people, groups and communities should be created. This may involve allocating more time and resources, to develop genuine relationships built on mutual trust and respect.
14. Regional Bodies are in a unique position to provide valuable services in linking governments and local groups and people across different focal scales.

Position Statement

Regional Bodies are committed to giving effect to localism and by doing so strengthen the capacity of local people and community groups and empower them to take effective action and leading roles in the sustainable development of their communities.

Regional Bodies fundamentally believe:

- that the concepts of localism and community are inextricably intertwined
- in greater devolution to capable local people and communities, and

- that localism presents a higher chance of success and innovation rather than something risky and to be avoided.

Regional Bodies also fundamentally accept that they are accountable to the regional communities we serve and ultimately to the broader community for the public funds we invest locally.

Accordingly, in making partnerships the rule, not the exception, and to fully exploit the potential of double devolution, whenever services provided by a local partner are auspiced through a Regional Body:

- the partnership arrangements must be supported by a formal agreement
- the level of devolution is to be consistent with the concept of 'earned autonomy', whereby high performing partners will be provided with additional power or freedoms over time
- the Regional Body will provide enabling support for local capacity building and devolution of power in ways that result in local outcomes being delivered that align with broad government priorities, and
- the Regional Body must establish quality assurance strategies to ensure the processes and outcomes delivered by our partners are valid, consistent and fair
- the auspicing of services through a regional body should be consistent with a planned strategy to support community capacity.
- In giving effect to localism, decision points will be included in every program to consider partnership opportunities and devolution.

Signed:

Effective Date:

xxxxx 2014

APPENDIX: GIVING EFFECT TO LOCALISM – A NSW CASE STUDY

Several NSW regional NRM bodies have identified the following processes to guide the implementation of Localism in their region.

Step 1: Developing an enabled and viable landcare community

Regional Body ensures the existing capacity, gaps, aspirations and health of landcare in the region are identified – by working closely with the community and the Regional Landcare Facilitator. Community capacity should be mapped to enable measurement of change over time. The Community and Regional Body will then determine support strategies and resource requirements to achieve an enabled community. A long term plan for supporting and increasing group capacity should be developed and implemented.

Step 2: Measuring outcomes

The community capacity building plan should identify a functional and viable landcare community as a defined outcome in its own right. To enable appropriate measurement of this outcome, community capacity should be mapped at the beginning to create a benchmark.

Step 3: Collaboration on projects

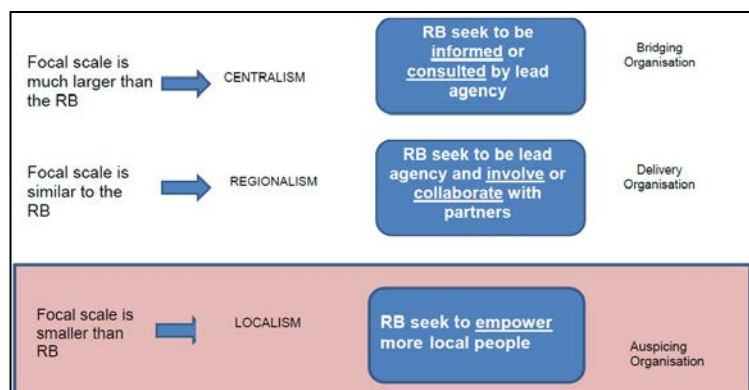
The plan for developing and supporting community capacity should set project collaboration standards to ensure that groups are empowered by appropriate processes around allocation of projects and partnership requirements. Project delivery particularly if groups do not have the capacity, or are not involved in the identification of the issue and/or the design of the project, has the potential to disempower and in time reduce community capacity).

True collaboration requires community involvement in all stages of project identification, design and delivery. The Community and the Regional Body should determine where there are collaboration opportunities and develop project concepts. These decisions should be made with respect to the strategy and principles outlined in the community capacity building plan.

Regional bodies must respect the intellectual property and independence of community and restrain from ‘co-opting’ ideas unless invited. A functional relationship relies on trust.

Step 4: Determining the appropriate lead organisation and partnership roles

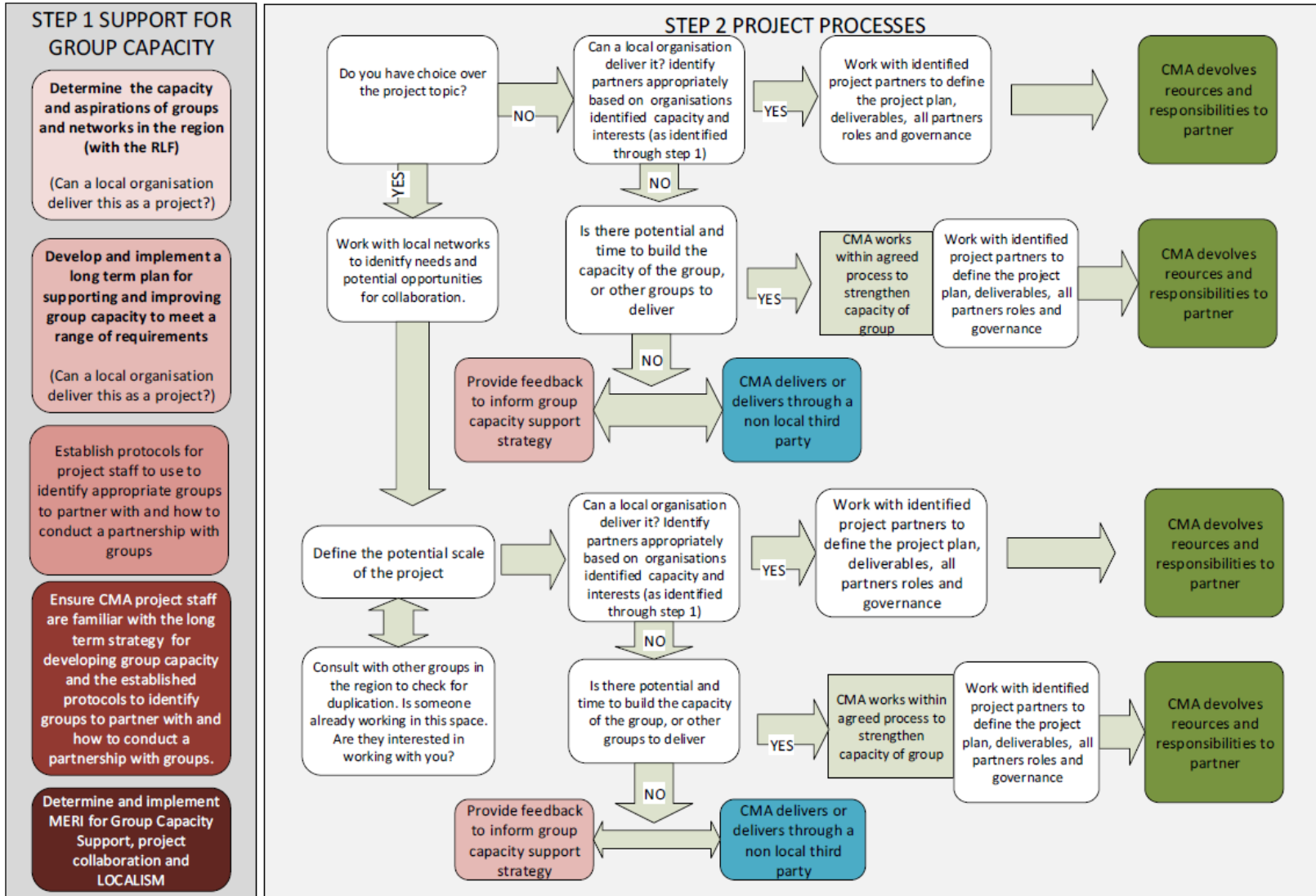
The Community and the Regional Body should determine the most appropriate lead organisation and determine partnership roles. The diagram below provides a guide:



Step 5: MERI

Appropriate project MERI and MERI around the processes of project collaboration and the application of LOCALISM should occur.

LOCALISM IN PRACTICE





Natural Resource Management Roundtable Summary of discussion

Foreword

It is 10 years since the NSW Government established a model of regional planning and delivery for natural resource management. In that time Catchment Management Authorities have matured as organisations and achieved considerable improvements in community capacity and overall landscape health. Catchment Management Authorities have worked in partnership with landholders, community groups, industry and agencies to promote regional and local participation in the management of natural resources.

From 2014, Local Land Services will be responsible for regional natural resource management, together with biosecurity and agricultural extension. To reflect on the achievements of the last 10 years and identify any lessons learned that could inform natural resource management delivery in future, the Natural Resources Commission convened a *Natural Resource Management Roundtable* in June.

The Roundtable brought together individuals with significant leadership experience in catchment management, industry, agriculture, community groups and academia. I was also very pleased to welcome the Hon Troy Grant MP, Parliamentary Secretary for Natural Resources to the event.

The Roundtable stimulated an innovative discussion, and highlighted the significant progress made in promoting regional decision-making, delivering on-ground outcomes and improving accountability for investment in natural resource management. The Roundtable also provided some early insights into applying best practice approaches to the integrated Local Land Services model.

I would like to sincerely thank all participants for bringing their rich knowledge and experience to the *Natural Resource Management Roundtable*, and for promoting ongoing improvement to natural resource management in NSW.

Dr John Keniry AM
Commissioner
Natural Resources Commission

Attendance List

Natural Resource Management Roundtable	
Sam Archer	Non-Executive Director of the Rural Industries Research and Development Corporation
Tim Beshara	Director Policy and Communications, Landcare NSW Inc
Jim Booth	Private consultant. Former Director of NRM, Department of Primary Industries/Office of Environment and Heritage
Bruce Brown	General Manager, Namoi Catchment Management Authority
Peter Cosier	Director, Wentworth Group of Concerned Scientists
Jason Cummings	Chief Executive Officer, Greening Australia Capital Region
David Eyre	General Manager, Research and Development, NSW Farmers
Russell Ford	Manager, Rice Research Australia Pty Ltd
Troy Grant MP	Parliamentary Secretary for Natural Resources
Pam Green	Chair, Southern Rivers Catchment Management Authority
Rod Griffith	Principal, Rod Griffith and Associates
Paul Hutchings	General Manager, Border Rivers Gwydir Catchment Management Authority
John Keniry (Chair)	Commissioner, Natural Resources Commission
Mick Keogh	Executive Director, Australian Farm Institute
Peter-John Layton	Team Leader NRM Strategic Catchment Planning Support, Department of Primary Industries
Neville Merritt	Chair, Aboriginal Reference Group, Central West Catchment Management Authority
David Mitchell	Founding Chair, Monaro Farming Systems
Mick Murphy	Chair, Victorian Catchment Management Council
Paul Ryan	Principal, Interface NRM
Cr Kevin Schreiber	Deputy Mayor, Sutherland Shire Council
Greg Summerell	Director, Ecosystem Management Science Branch, Office of Environment and Heritage
Jane Trindall	Manager - NRM, Cotton Research and Development Corporation
Bryce Wilde	Executive Director, Natural Resources Commission
Michael Williams	Independent Facilitator, Principal Michael Williams & Associates Pty Ltd - Sydney
Sonia Williams	General Manager, Landcare NSW Inc
Charlie Zammit	Environment and sustainability consultant. Recently retired from position as Assistant Secretary Biodiversity Conservation Branch, Department of Sustainability, Environment, Water, Population and Communities

1 Executive summary

The Local Land Services (LLS) reform in New South Wales will create a stronger link between natural resource management and agricultural production within an integrated service delivery model. It will present new opportunities for how governments, landholders and communities invest in and manage New South Wales landscapes.¹

The Natural Resources Commission (NRC) convened a *Natural Resource Management Roundtable* on Friday 7 June 2013. The Roundtable brought together individuals with leadership experience in Catchment Management Authorities (CMAs), agriculture, industry, community groups and academia to discuss:

- progress and insights gained in 10 years of implementing regional natural resource management in NSW
- opportunities for LLS to capitalise on best practice approaches
- potential risks that may impact LLS natural resource management programs.

Key themes raised in discussion were:

- **Governance and leadership** – Natural resource management has become much more professional, and the model of standards, targets and the NRC’s independent performance audit has driven continuous improvement. Future governance will need to maintain the opportunities for regional innovation, while ensuring effective leadership and consistent quality across NSW.
- **Stakeholder engagement** – Experience has shown the importance of building trust with communities and supporting communities and local groups to influence priorities and make their own decisions. However, while natural resource management has become more professional, some communities and groups have been left out of the loop.
- **Strategic planning** – The upgraded catchment action plans have effectively used resilience thinking, best available information and spatial analysis to improve prioritisation. Future frameworks for state and local strategic planning will need to ensure consistent quality, while encouraging locally-relevant approaches, innovation and community buy-in.
- **Integrating natural resource management with farm-scale economics** – Natural resource management is becoming more mainstream, and integrated into production. Future programs will need to recognise the diversity of agricultural production and provide confidence that natural resource management will deliver value to farm businesses.
- **Service delivery** – Natural resource management needs to focus on people, and influencing landscape scale functioning from the farm scale up. There will be a tension between equitable service delivery and strategic regional prioritisation. However, there is an opportunity to more effectively integrate land and water management with production systems and for LLS to partner with and leverage off the skills of local organisations for efficient service-delivery.
- **Developing knowledge and evaluating outcomes** – The upgraded catchment action plans provide an excellent basis for prioritising evaluation and monitoring effort around the most important factors in the landscape. However, the challenge remains in demonstrating successes and multiple benefits from investment in natural resource management to other landholders, land managers and government investors.

The remainder of this paper expands on these points, reflecting the diverse views of participants.

¹ Media Release, Minister for Primary Industries, Minister for Small Business, “Local Land Services to transform service delivery to NSW farmers and landowners”, 4 October 2012.

2 Key achievements, future opportunities and challenges

The NRC has summarised Roundtable participant comments under the main themes that emerged in discussion. This summary is intended to record the diversity of individual views and opinions expressed. It does not necessarily reflect an agreed view amongst participants and does not represent the views or opinions of the NRC or any other organisation.

2.1 Governance and leadership

Achievements

- There has been strong governance and collegiate leadership at the CMA Board level.
- Leaders at all scales have driven positive changes in natural resource management by building on local skills and on scientific, local and practical new knowledge.
- The NSW Standard for Quality Natural Resource Management (the Standard), targets, CAPs, regional governance frameworks, and independent audit and review have set the standard for integrated natural resource management and have increased Government confidence in the performance of regional bodies. The whole-of-Government and community approach in NSW is highly regarded in other Australian jurisdictions.
- Some CMAs have adopted collaborative governance models with partner organisations.
- Decision-making has moved to the regional scale, and the role and value of CMA Chairs has been acknowledged by central funding bodies.
- The NRC has driven continuous improvement and professionalism, and used both local knowledge and scientific evidence.
- CMAs such as Central West CMA have integrated cultural knowledge into their decision-making.

Lessons

- Strong governance and leadership need to be maintained in the transition to the new LLS model to ensure successes are not lost.

Opportunities and challenges

- Regional boards are not local; programs will need to bridge the gap between regional-level managers and landholders through community groups.
- The Standard should include a governance component and apply to LLS agriculture and biosecurity functions as well as natural resource management.
- A performance-based culture is needed in the LLS.

2.2 Stakeholder engagement

Achievements

- CMAs that emphasised local decision-making, local knowledge and long term partnerships succeeded in promoting community ownership.
- Some industries are large land custodians and have consciously tried to improve management practices and be leaders in environmental management.
- Engagement among scientists, policy-makers and practitioners has significantly improved and been successful.

Lessons

- A “people first” approach in CMAs built resilience in the whole system. Without community ownership the system is very fragile.
- Community groups play an important role to bring community along. When this role was ignored considerable community capacity, land manager engagement and impetus for locally funded natural resource management activities were lost.
- Programs need to be planned and delivered with, and not for, landholders. Landholders are the primary land managers.
- Collaboration among farming groups, Research and Development Corporations, and State and Federal Government increases farm productivity and promotes an integrated landscape approach.
- While natural resource management over the past decade has become more professional, community groups such as Landcare have sometimes been left out of the loop. Community groups need to be supported in the long term.
- Stakeholder engagement should take a landscape view but develop relationships at a personal level via groups. It can take three years to build trust in relationships.
- Industries operate at their own scale and have their own industry-based social groups. Need to link this scale of interest with natural resource management planning.
- Structured programs of investment and monitoring are needed to mobilise people.

Opportunities and challenges

- Continuity of relationships and trust are essential for LLS stakeholder engagement.
- Landholders need to be empowered to determine and deliver natural resource outcomes. Community passion and commitment to natural resource management needs to be nurtured and maintained.
- Natural resource management programs should actively engage Aboriginal communities and promote employment opportunities. Aboriginal programs will not be able to continue without adequate resourcing.
- More profitable farmers, community groups, and the private sector need to be more heavily involved as partners.
- Many regional communities are experiencing “change fatigue”.

2.3 Strategic planning

Achievements

- CMAs have made significant progress in using resilience thinking, best available information and strategic planning to identify regional priorities, document underlying assumptions, and identify future research priorities.
- Murray CMA built community capacity and rebuilt trust by devolving strategic planning to its community.
- Upgraded CAPs are knowledge rich.
- Spatial CAPs backed up by quality decision support tools are supporting landholder decision-making.

Lessons

- Triple bottom line outcomes must be a key goal in natural resource management planning and delivery.
- Resilience thinking and regional planning have been effective ways to engage communities.
- Local strategic plans need to incorporate diversity and avoid a “one-size-fits-all” approach, which stifles innovation, community buy-in and resilience.
- Planning with communities and industries needs to be more consistent across the State. Groups need to be allowed to self-organise and have a real say in decision-making.
- All stakeholders need to be at the planning table, and not seen merely as implementers of the plans of others.

Opportunities and challenges

- The LLS State Strategic Plan needs to be very high level and non-prescriptive to allow regional Boards to get it right at the local level.
- New strategic plans should be developed in the first year and should link investment at the local scale with broader strategic outcomes.
- Strategies for change should be developed rather than static strategic plans.
- Resilience thinking and state and transition models should continue to inform plans.
- The approaches to prioritising investment should be reviewed.
- The *South East Queensland Natural Resource Management Plan 2009-2031* and draft *Port Phillip and Western Port Catchment Strategy* (Victoria) are examples in other States of progressive approaches to natural resource management planning.
- LLS’s relationship with Local Government and Aboriginal communities will need to be clarified.
- The poor alignment between natural resource management and statutory land use planning, conservation efforts across public/private land managers, and the exclusion of water and mining from natural resource management continue to be challenges to an integrated approach.
- If planning requirements for LLS Boards are overly prescriptive there may be a loss of innovation and local ownership.

2.4 Integrating natural resource management with farm-scale economics

Achievements

- Natural resource management is becoming more mainstream and integrated into production, which is providing economic, social and environmental benefits. Many CMAs have adopted a triple bottom line approach.
- Landholders have always needed to balance climate, economic and production risks and have become more aware of balancing natural resource management risks.
- There is a lot of natural resource management capacity at the farm-scale.

Lessons

- Natural resource management needs to recognise:
 - the economic factors that influence farm operations
 - the diversity of agricultural production systems – one size does not fit all.
- Many landholders have adopted practices for improved natural resource management. Natural resource management is now at the innovation stage; the system should support innovation and risk-taking.

Opportunities and challenges

- Natural resource management is often equated with conservation despite many natural resource management projects focusing on sustainable agriculture. There is an opportunity to reposition natural resource management to focus more on production systems and leverage greater landholder participation.
- Natural resource management programs rely heavily on landholder volunteers; projects that may involve high costs or compromises to production are a challenge.
- Farmers need confidence that their participation in natural resource management will deliver value to their farm businesses. More work is needed to convert natural resource benefits to a financial measure if farmer confidence is to be gained.
- Expanding collection of rates [other than Livestock Health and Pest Authority rates] could potentially leverage more community interest and engagement in LLS programs.
- Peer to peer learning is important and can be supported via supported community farmer based-groups.
- Investment is needed in new demonstration projects to show how natural resource management can improve performance of production systems.
- There is a need to ensure market based programs (such as carbon farming) which focus on individual landholders are consistent with the delivery of broader regional strategies and goals.
- Farming often operates on small profit margins which can be eroded with changes in government policy. Mechanisms are needed to buffer slight profit margins and give farmers more capacity to participate in natural resource management programs.
- Historically CMAs have attracted significant Commonwealth investment which was based on achieving large-scale public good outcomes. A refocus on farm-scale economics may pose risks to this investment.

2.5 Service delivery

Achievements

- There has been a shift to better integration of production and conservation.
- The capacity to experiment and innovate is an advantage of the existing regional approach to natural resource management, and has fostered local ownership and community resilience.
- Incorporating social science information into extension programs has improved landholder uptake of practice change.

Lessons

- There is a greater acknowledgement that natural resource management is a people business. Operating from the farm-scale up is the best way to influence big-picture landscape function.
- Local industries need a reason to be involved, and need support to be successful and sustainable. Programs need to find the space for the win/win, at the right institutional and landscape scale.
- Competition between groups for natural resource management funding is unproductive and needs to be avoided. Programs need to focus on the outcome, not who is the service delivery agent.
- Demonstrated on-ground success, extension, peer group learning and external shocks such as drought and flood are all drivers of practice change.
- Knowledge-based funding programs are more valuable than public works projects. This approach needs to continue and will build capacity for others to change their behaviour.
- Ratepayers are program partners and need to have the same access to knowledge as Government partners.
- Risks such as fire can wipe out on-ground investment and need to be understood.

Opportunities and challenges

- There is an opportunity for LLS to work with and leverage the existing skills and experience of community groups such as Landcare, farming system groups and Greening Australia, and to become a connector across communities, landscapes, industries, governments and scientists.
- LLS has a role to build capacity of community groups and industry.
- Government needs to invest in environmental, social and human capital.
- Program design and service delivery need to focus on innovation. Specific funds for innovation should be reserved and safe spaces to fail should be identified.
- A client relationship management system can be customised to track and improve client service delivery.
- Service delivery and community partnerships need to be more consistent across the State.
- Extension services should be remodelled and an understanding of the dynamics of behavioural change applied across all LLS services.
- There is a tension between perceptions of equitable service delivery and the need for strategic prioritisation at the regional scale.

- Native vegetation regulation has been a major barrier to engagement and eroded landholder trust in some areas of NSW. Integrating natural resource management investment with extension services would be more effective in achieving practice change.
- Government funding and professional capacity for natural resource management is uncertain in the long term. New funding models and sources need to be explored.
- If funding decreases then LLS will need to innovate and be more externally focused.
- A State-wide directory of specialists is needed to provide expert advice across LLS regional borders.
- Innovation, strong partnerships, local level approaches and planning are essential for natural resource management.

2.6 Developing knowledge and evaluating outcomes

Achievements

- The upgraded CAPs have been a significant achievement as they clearly define management questions and identify underlying evidence and assumptions. The CAPs provide a strong basis for focusing monitoring effort on the most important regional issues.
- The natural resource management sector, particularly in relation to knowledge and information, has matured and become more professional.
- Access to scientific data has become significantly more open and the links between scientific data and practical experience have improved. There has been a shift away from getting the science perfect and focusing on reporting, to turning data into knowledge that decision-makers need to answer their questions and make better decisions.
- Investment in monitoring, evaluation and reporting has justified future work to address knowledge gaps.

Lessons

- While evidence-based decision making is essential, it is difficult to quantify multiple benefits of natural resource management investment. The “back end” of planning is critical to demonstrate success.
- Benefits need to be demonstrated at the paddock scale.
- Decision-makers need to be clear on the knowledge questions to be answered.
- There are no agreed indicators to measure landholder practice change.
- Most of the knowledge we need to turn the tide of landscape degradation is available and should be used.

Opportunities and challenges

- Knowledge systems need to be better aligned so data can be readily shared and transferred across boundaries, Government, industry and community partners. Spatial input and output models for catchment planning should be developed and shared.
- Knowledge systems need to be built into strategic plans and data needs to be openly accessible.
- Monitoring should not only achieve accountability; if feedback loops are tighter it can drive innovation more quickly through the system.
- Investment is needed to improve monitoring information and evaluation systems.

- There needs to be a shift away from focusing on reporting, to the timely informing of decision-making and adaptive management.
- Resource condition change and management data need to be integrated with economic information to better demonstrate economic value/return on natural resource investment.
- Given the long-term, institutional difficulties in monitoring change in resource condition and the outcomes of natural resource management investment, Governments will need to consider whether different monitoring questions would be more appropriate.
- The national trial of Regional Environmental Accounts, indicators in the *South East Queensland Natural Resource Management Plan 2009-2031* and the Victorian Experimental Ecosystem Accounts are examples of leading work on developing indicators for resource condition change.
- Government will need to consider engaging program partners in natural resource management audits. Future audits need to more comprehensively audit LLS community engagement and collaborative delivery with program partners. Spot audits should be carried out more frequently.
- State and transition models could be used as a report card for local landscapes.
- Local communities should be included as active participants in the reporting process.
- The documentation of assumptions and knowledge gaps in upgraded CAPs provides an opportunity to coordinate natural resource management research and development priorities.



International Association
for Public Participation
Australasia

IAP2 Public Participation Spectrum

Developed by the International Association for Public Participation

INCREASING LEVEL OF PUBLIC IMPACT

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:	Public Participation Goal:
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:	Promise to the Public:
We will keep You informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:	Example Techniques to Consider:
<ul style="list-style-type: none"> • Fact sheets • Web Sites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory Committees • Consensus building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

For more information regarding the IAP2 Public Participation Spectrum, refer to <http://www.iap2.org>.

Each type of engagement is explored in more detail in the [Types of Engagement](#) section of this website.

Previous editions of Effective Engagement used a model entitled The Wheel of Engagement¹ as the foundation for determining the purpose of engagement and the level of participation of a defined stakeholder/community. The IAP2 Public Participation Spectrum has been used here to highlight an additional possible level of engagement, 'collaboration'. Missing from this model however, but explicit in The Wheel of Engagement, is the 'social capacity' component of engagement - the ability of stakeholders/community to act. This concept is further explored under Human, Social and Community Capacity.

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Level of Public Impact



(Excerpt from the Public Participation Spectrum.
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As you move through the spectrum from the left to right – inform through to empower - there is a corresponding increase in expectation for public participation and impact. In simply 'informing' stakeholders there is no expectation of receiving feedback, and consequently there is a low level of public impact. At the other end of the spectrum, 'empowering' stakeholders to make decisions implies an increase in expectations and therefore an increased level of public impact.

It is also worth noting that the level of tasks can be high at the 'inform' end of the spectrum, while the strength of the relationship between yourself and the stakeholder/community may be low. As you move through the spectrum, tasks begin to differ and the strength of relationships increases through consult, involve, collaborate and finally to empower, where the main focus is not the task but the importance of the relationship.

It is sometimes assumed that the level of difficulty involved in the engagement process increases with the level of participation, with 'inform' being perceived as being easy by comparison to 'empower'. In reality, where engagement is effective to its purpose, no part of the spectrum is harder or more preferable than another. Indeed, the need for different skills and depth and trust in relationships can make all parts of the spectrum both challenging and rewarding.

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Human, Social and Community Capacity

There is an accepted government imperative to look at participatory processes that build the capacity of community, other stakeholders as well as ourselves, to respond to social, environmental and economic challenges. Consequently, an understanding of human, social and community capacity is required for effective engagement planning and implementation.

Community capacity is the sum of two important concepts – human and social capacity. Human capacity is the skills, knowledge and abilities of individuals. Social capacity is the nature and strength of relationships and level of trust that exists between individuals.

These two elements can be mutually reinforcing. For example, individual skills can be applied much more effectively in an environment where there is trust and cooperation. Similarly, a close-knit community can respond more quickly to change if there is a range of individual skills and leadership abilities available to sustain development.

The increasing level of public impact of the IAP2 Public Participation Spectrum has implications not just for the effect of the engagement on the community, but also the ability of the community to participate or respond positively to this impact.

As part of your engagement planning you may need to consider:

- What is the community's capacity (human and social) to participate or meet your expectations?
- What is your role in building community capacity?
- What is your capacity (human and social) and others in the project to build community capacity?

In addition, social relations constitute an additional resource for individuals and communities. By understanding the dynamics of these relationships, it is possible to derive substantial benefits towards achievement of mutual outcomes.

The process of disseminating information (inform) is fundamental to many government and non-government activities. While this serves to build individual knowledge (human capacity), it contributes only minimally to social capacity. This is particularly true of one-way processes such as newsletters or media releases.

However, engagement activities from further along the spectrum, such as a participatory extension or education program, can not only build individual knowledge (e.g. through the subject or nature of the program), but also build relationships between those who are learning together. Skills learnt are often reinforced through peer support, exchange of ideas and experiences. While there is an increasing level of expectation in participation and a greater reliance upon the abilities of those involved to meet this expectation, the positive impact on learning and relationships extends the potential success of the activity for the government/organisation and the stakeholder/community.

Community engagement is an investment in both the present and the future of a community's human and social capacity. For example:

- If communities are not adequately informed, an imbalance in knowledge is created that privileges some and alienates others.
- If involvement is promised, or action from a consultation expected, but not delivered, trust between the community and government is eroded. Future approaches may then be compromised by current actions.
- If representatives of some segments of the community are empowered and not others, this can further divide a community.
- If leadership programs are not sensitive to community structure or diversity, they can erode any trust the leader has built within that community.

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1 The Wheel of Engagement was developed by K Pryosusilo, C Pilioussis, P Howden, E Phillips & M Gooley of the Community Strategies Section of Catchment and Water Division in the previous Victorian Department of Natural Resources and Environment.

Appendix 2: Day 1 – Landcare Community of Practice

2.1 Agenda



DAY 1: 28th May 2014 Landcare Community of Practice

Venue: Dubbo Big 4 Parklands Lodge

Networking

Time	Topic
11:30 – 12:30	Lunch available
12:30 – 12:45	Welcome, outline of day,
12:45 – 1:15	Landcare in NSW, and the role of LNSW -
1:15 – 2:15	Landcare in the Regions Workshopping: key messages, challenges, & opportunities from each region/area.
2:15 – 3:10	The Landcare and Regional Body relationship – Understanding the work that has occurred in this sphere to date.
3:10 – 3:30	Overview of Day 2&3
3:30 -4:00pm	AFTERNOON TEA – RLFs to join meeting

Skills Building

4:00 – 4:10	Activities from the NSW Landcare Support Program - Sonia Williams/Colleen Farrow
4:10 – 5pm	The Landcare Prospectus: Crowd funding What it is & how to do it successfully - - Jen Quealy
5-5:45 pm	Concurrent Sessions – choose 1 1.Selling your Story – The Snapshot, Media & Social Media Skills – Jen Quealy OR 2.Running your Group - “Landcare in a Box” – Fiona Adams OR 3.Your Gateway to the World – The Gateway Website– Colleen Farrow & Marita Sydes

Landcare NSW Council Update – (For LNSW Council members)

6-6.30	Quick update on some developments .
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The 2014 NSW Regional Landcare Support Forum is jointly hosted by Landcare NSW and the NSW DPI Landcare Support Unit. It is funded by the NSW Government's Landcare Support Program, Strategic Business Plan 2011-2015.



2.2 Write Up Day 1

Day 1 – 28th May 2014

Opening presentation / Welcome

Introduction (Sonia Williams)

- The Landcare message has had to be reiterated to every change of government, State and Federal
- Landcare is bringing communities together so that they own the problems and solutions that apply to NRM
- There is no 'one size fits all' approach. The Landcare set-up varies from place to place

Regional Landcare Reports

- The regional reports demonstrated the diversity of Landcare, in terms of group/network structures
- Smaller groups rely on network support, which harnesses the efforts of individuals and small groups to address needs and inform the network as a whole. Larger groups combine paid and volunteer work
 - **Hunter** – range of different groups, social boundaries mainly. Lake Macquarie Landcare has 11 paid staff and 330 sub groups.
 - **Central West** – a nested model with subcatchment groups, Landcare networks and a regional overarching Landcare network, which is represented at the LNSW table.
 - **New England-North West Landcare** – similar model to Central West.
 - **SE Landcare** – now expanded to include Murrumbidgee. Strong network.
 - **Murrumbidgee Landcare** – Lower and middle parts of catchment have declining groups. Groups are sustained by investment from government mainly.
 - **Murray** – no actual Landcare networks as such. Every network stands on its own. Western end has groups that have formed in the last 10 years. Very variable.
 - **Lachlandcare – Central Tablelands** –new regions working together as a result of Lachlan CMA disbanding in different directions. Ad hoc approach in region.
 - Eastern edge of **Central Tablelands** – groups are fragmented. A number of groups are incorporated. Trying to establish a new network. Jenolan Caves – NPWS, LLS, Reserve Trust, Landcare working together to gain volunteers and also funding.
 - Jeff – **Greater Sydney** – Landcare is mainly in Bushcare networks – mainly council orientated. Also 'Friends of' Groups.
 - Landcare boundaries and NRM organisational boundaries do not have to be the same.

Chair's Report

Rob Dulhunty noted:

- Landcare volunteers number 56,000 across NSW.
- This is more people than all the major political parties together – similar numbers to RFS and Surf Life Saving. We have never galvanised our 56,000 pair of hands with one voice. That's the hook for the government.
- Volunteer value to the environment is huge – bigger than the mining economy and the retail economy combined. The return on investment in the order of \$1:\$4 and in some cases, up to \$19 – we need to communicate this.
- We offer government our understanding of community and we offer community our understanding of government.
- The messy picture (viable Landcare community chart) illustrates the plurality of Landcare and illustrates how all individual and network efforts are collated together to produce Landcare NSW – many hands, one voice

The Five Strategic goals of LNSW

1. **Member services** – we are not here to compete for funds and see our role as smoothing the path for Landcarers to do the onground work.
2. **Advocacy** – provide Landcare leadership and represent Landcare interests to governments and stakeholders.
3. **Fundraising** – negotiating outcomes for our members.
4. **Communications** - providing people and networks with current information to generate grassroots mobilisation of Landcarers.
5. **Governance and improvement** – giving investors the confidence to invest.

These objectives are a reflection the results of the previous 4 Musters.

Question: Lobbying of the Greens in the Senate – is there a strategy?

RD – being apolitical is important for LNSW and working with the party in government is always the starting point. If this meets an impasse, then there's the option of working with the Greens or Palmer United Party.

Question: Is LNSW all volunteers?

We look for the talent in our existing pool of Landcare staff. There are paid staff – funds NSW DPI project / NSW Landcare Business Plan fund these staff.

Question: How does Landcare record / document of the value of grass roots investment and volunteerism?

- Every project needs an acquittal – all coordinators record this. Landcare NSW has invested in a CRM database investment for LNSW – creating a database for the first time, so we will control our destiny.
- Pip Job - Little River Landcare - 9 cents of every dollar invested goes to wages – rest to the on-ground project. Departmental figures start at around 43 cents in the dollar – up to 56 cents in the dollar.
- Volunteers valued \$34/hr as volunteer hourly rate. We need to also look at consistency of measuring this and also use the same measure across the state.

- John Bavea – Glenrac - Volunteer fatigue and Landcare fatigue is real. We can't just leave it to the volunteers – they need help with the heavy lifting.
- Volunteering NSW has hourly rates for different types of activity available at their website.
- Ted Wolfe – a lot of parallels with the Cancer Council – esp with strategic goals. Many people would have been involved in the Biggest Morning Tea. Does Landcare need a similar event?
- Funding applications – the 15% management fee is really for the organisation to manage the contract. Not necessarily the project manager / coordinator. We need to have the discussion surrounding this level of management – not necessary adequate.

Relationship with the Regional Bodies

Overview of current work

NSW Landcare Support Program – What does it mean to you as Landcarers? Comments included:

- Our unique needs are recognised by State Government
- Governance tools help as we are too busy with other work.
- Program has galvanised the approach of LNSW – documents on the ant have been used within the network and sub-catchment level.
- Documents such as the Governance Healthcheck help identify where weaknesses rest
- Staff members can attend Landcare Essentials.
- Resources and parameters have improved networking right across Australia. Allows Landcarers to avail themselves to resources of other networks in Australia
- NSW Government should be commended. It's apparent that landcarers need this type of assistance. It also promotes this type of governance conversation.
- William Hawkins – trust been built between government and Landcare. Co design and co delivery of products – lots of landcarers have been involved in Gateway and Essentials workshops. Products are the things that really make a difference. The governance aspects will also assist Landcare networks approach organisations for investment, funding, partnerships.

All products are available on the Resources tabs of both LNSW and Gateway websites.

Statement of Common Purpose

- Document is nearly 2 years old.
- Approx 30% of room have read this. 4 regions indicated this has been discussed with their regional body.
- Mandi Stevenson – NLN arrived at national level a need to have Landcare and NRM bodies to work together. Signed off at the national level by all the chairs of the regional bodies.
- Central Tablelands LLS – Pip Job said the document confused the hell out of them. Couldn't understand what this document was about – it has been parked and will be discussed at next Board Meeting.
- Southern Rivers CMA signed off on it – but needs to be driven by Landcare.
- At the National NRM Knowledge conference in Launceston – the document was put before all the chairs, including John Macarthur-Stannum. He endorsed it on behalf of NSW Chairs.
- We at Landcare need to insist that regional bodies are walking the walk.

Localism Position Statement

- 30% of attendees had read this.
- 3 regions have discussed this with the regional body. Murray – gone to the board and it's been met with agreement. Northern Tablelands – 6mth extension for CSO contracts – use the localism part of document to encourage investment.
- Landcare NSW has been very involved in the development of this paper. If we are going to empower our community, they need to be resourced and involved in the planning of these projects.
- NSW Chairs have accepted it. Also getting strong acceptance in Tasmania.
- For LLS Boards to deliver, they need to be in partnership with organisations such as Landcare, especially in lieu of the proposed cuts to the budget.

Local Community Advisory Groups

Approx 20% of room were aware of this. About 12 people indicated this has been discussed with their regional organisations. Comments from the floor included:

- The challenge is huge. We need to sell the benefits to LLS.
- There are 11 advisory groups in SE LLS. Expressions of interest currently advertised. Landcarers need to nominate to be part of this. Not all LLSs are up to this point and it's variable – could be geographically based, industry based, etc.
- CAP all signed off by the minister. Landcare can be involved in this process – this is the logical starting point for Landcare's involvement.
- We need to show how Landcare will deliver a crucial role to assist with the pillars of LLS and we need to sell this message to them. Should be driven by the Boards, not the internal staff.
- The original intent of the LCAGs seems to be lost. It was that CMAs had obligation to work with local communities. This was to provide a check and balance on this process and how LLSs are engaging the community. It's not about just having the LCAG in place. It's a feedback loop to ensure that relationships are not breaking down.

IAP (2)

The document, which is about understanding the different scales of engagement, has been read by about 4 people in attendance. Only 1 region has discussed it with their NRM organisation. Sonia Williams stated we need to *ensure we have both human (skills, knowledge and abilities of the communities) and social capacity (level of trust between individuals) – which is the sum of community capacity*. We need a common language.

Comments from the floor:

- We need to understand this as a community and help our LLSs understand this.
- Add stakeholder engagement aspect to it.
- Engaging the community is difficult – level of apathy.
- Often the time to do the community engagement side of things is not properly considered nor provided for in budgets. It also takes a long time to do this. Balancing the expectations of government and on-ground landcaring is important.
- We need to start where the community is at – responsive to their needs not preached top down.
- *Asset based community development* – google it. It could be a useful complement to this document.

Role of RLF and the Community Engagement Plan (CEP)

Almost 100% aware of their RLF. Comments around the room included:

- Approx 3 regions with a CEP. In SE LLS, the RLF has tabled a plan.
- CEP does have to cover more than Landcare.
- Valuable doc for those working at strategic level.
- Separate to the RLF workplan.
- A region must have a CEP before their NLP investment plan will be signed off. RLF is central to this development.
- SE LLS has a director earmarked for Landcare – see if your region does.
- Concern there is a disparity of what each network knows. Could there be a package sent to each region and a summary sheet to distil this?

Information flow:

Ian (Oberon, Jenolan, Lithgow) – getting information able to be received from LNSW. How many Landcare groups are not represented here? Is the information getting through? There is barriers to this getting the information through. Mandi (SE Landcare) – we overburden our landcarers with information. We need to utilise our structures to get these message through.

Frances (Upper Gwydir Landcare) – CSO for 7 years and she hasn't seen this information. John Bavea (Glenrac) – how many committee between the government and the Landcare organisation doing thing on the ground? Volunteers with these organisations are burdened. Plans afoot with LNSW to improve our business case – stay tuned.

Jen Quealy- The Landcare Prospectus - A whole new world of fundraising!

Context:

- We need to take Landcare to the world investors. This includes Government, private, corporate, LLS, philanthropic, Industry, the general public..... Introducing Crowd Funding.
- Instead of having a paper document that can only show a handful of projects we can use Crowd funding for marketing, seeking investment and project sharing.
- Crowd Funding- 'nothing draws a crowd like a crowd'

Crowd Sourcing

Info, advice, feedback, ideas
from a 'crowd'

VS

Crowd Funding

Money \$\$\$
From a 'crowd'

- Harness the emerging power of the digital world- "democratising philanthropy"

Potential Platforms: (Make sure you check their credentials, policies, specialties, location)

- POZIBLE (Aussie startup- 55% projects succeed in funding)
- Crowdfunding
- The Funding Network
- Kickstarter
- Indiegogo
- Sponsume
- Fansnext door
- Rocket Hub
- Seedups
- Chuffed

How it Works:

1. Create a 'Pitch'
2. Load the story to the platform
3. The Project is Screened
4. Goes Live- idea, funding goal, deadline- must be realistic
5. The public pledges money
6. You either get the goal or not
7. You can also develop a network by getting the database of people who donate or comment

Needs:

- Clear simple outcome
- Fun aim! Needs to entertain
- Rewards people want- get creative
- A crowd, your networks and your networks network- social media
- A target budget (must include the reward)
- A pitch video and image
- Details checker- BEFORE launch
- Promotions over 6 weeks... and watching the highs and lows
- A thank you strategy- no matter what happens (you need to maintain the interest in the project and engage the database)
- Deliver quickly
- DGR status for donations
- Can't just be for general revenue funds
- Feedback loops- engage the crowd
- Monitor and capture the buzz, the people, the comments and the media
- Use the success then to engage with business and philanthropy targets- nothing draws the crowd like a crowd... use 'followers' as

Question: Is there a lot of time required??

There is a lot of time required in developing you pitch, get a younger crowd- they are digital natives. There are also added benefits with the marketing and promotion
Major scale philanthropy is on the rise in Australia, there could be benefits to companies with shareprices to have philanthropic interests. We need to get on this, because the first groups that get in on it will be the ones to get the funding.

Group then broke for skills / information sessions.

Social Media – Jen Quealy LNSW

Governance for Your Group - Fiona Adams LNSW

Gateway Website - William Hawkins, Colleen Farrow , Marita Sydes - DPI

2.3a Slide show - Landcare in NSW and the role of LNSW

Landcare in NSW and the Role of Landcare NSW

Rob Dulhunty, Chair Landcare NSW
Sonia Williams, GM Landcare NSW



What does Landcare do?

- Initially Landcare addressed local environmental issues of concern - eg trees, rivers, biodiversity, coastal dunes, bushcare.
- Developed land and water management plans, whole catchment planning
- Landcare has expanded activities to also address agricultural sustainability and productivity issues as well as environmental and community health.



Why has Landcare worked ?

- Groups working together can achieve more than individuals on their own.
- Australia land is 80+% privately owned. Strong connections to land managers are required to achieve change.
- Change needs to be owned by the community to be successful



Landcare - What we have now

- An established 30 year network of voluntary community organisations operating to address local environmental, agricultural and community resilience issues across Australia
- Strong links with many partners and stakeholders
- Landcare has provided huge social capacity and community resilience



Landcare – how is it set up ?

- Not for profit organisations. Volunteer committees and boards. Range of structures; eg companies, companies limited by guarantee, within local government
- Some Landcare groups have developed regional and sub-regional clusters that take on more of the administrative/governance burden
- 25+ years experience in project delivery from small local projects to lead agency on major projects with multiple partners.



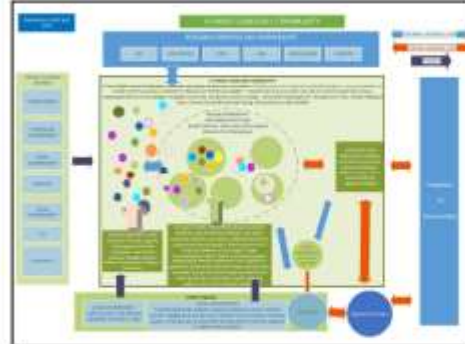
Landcare – how is it supported ?

- Many smaller groups rely totally on volunteers, with support from their local Landcare Network or from their Regional Body or local council.
- Larger groups and networks employ co-ordinators, project staff associated with funded projects, Executive Officers and administration staff.



Landcare – where does it fit?

- Is a link between onground and other organisations -
- Non government interface with community
- Harnesses the efforts of individuals and small groups to address their needs and inform and meet other organisations programs
- Requires support to do so



What is Landcare NSW Inc

- A representative body for Landcarers &
- Delivers services to assist Landcarers

We act on issues and opportunities identified:
– via input from the volunteer endorsed Regional and Skills based Representatives on the Council of LNSW Inc
– from the Muster –attended by grassroots members from across NSW



Landcare NSW provides

- A mechanism to gather the strength of individual Landcarers and turn it into a collective voice.
- A feedback loop for Government
- A Central conduit for communication
- Information and support to the landcare community



Landcare – Member Services

- Delivers Programs under the State Landcare Support program
 - Workshops, information service to individual groups on governance etc
 - Fact sheets, etc
 - Information sharing
 - Promotion – telling the story, sourcing funds



Landcare – Policy input

- LNSW input to
 - the Landcare Support Program Steering Committee
 - OEH Ministers Roundtable
 - LLS reference panel
 - National – via National Landcare Network
 - Other opportunities as they arise



2.3b Slide show- The Landcare Regional Body relationship

An overview of current work occurring in this space.

- NSW Landcare Support Program
- Statement of Common Purpose
- Localism Position Statement
- Local Community Advisory Group
- IAP2- understanding the different scales of engagement
- Role of the RLF and Community Engagement plans



Statement of Common Purpose

Landcare communities and regional NRM organisations working together in changing landscapes

1. Purpose of the Statement
The purpose of the Statement is to establish an enduring and productive relationship between our organisations that can our collective capacity to improve outcomes for the protection of natural resources in Australia.



The Landcare and Regional Body relationship

Rob Dulhunty, Chair Landcare NSW
Sonia Williams, GM Landcare NSW

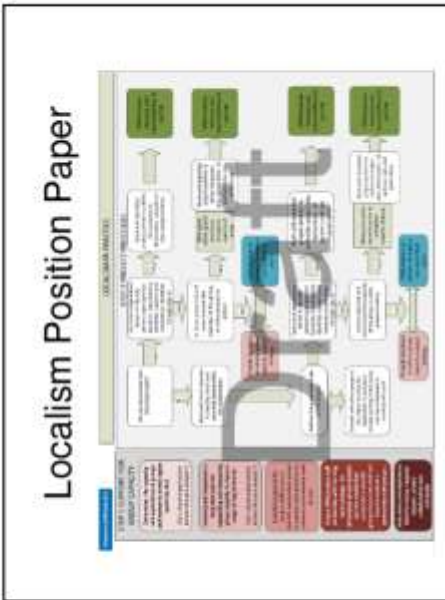


Landcare Support Program

Vision of the Landcare Support Program

“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-going delivery of priority activities. Through this involvement and connection Landcare and their communities will enjoy the benefits of a cohesive, resilient and caring community of which people will want to be a part.”





Local Community Advisory Groups

33 Local community advisory groups

Each local board is to establish one or more local community advisory groups for its region in accordance with this section.

A local community advisory group is to consist of persons that the local board considers to be suitably qualified to serve on the group and to be suitably representative of the interests of the local community and stakeholders in the region.

Each local board is to prepare terms of reference for the local community advisory groups for its region.

IAP2 – understanding the different scales of Engagement

Community capacity is the sum of two important concepts – human and social capacity. Human capacity is the skills, knowledge and abilities of individuals. Social capacity is the nature and strength of relationships and level of trust that exists between individuals.

These two elements can be mutually reinforcing. For example, individual skills can be applied much more effectively in an environment where there is trust and cooperation. Similarly, a close-knit community can respond more quickly to change if there is a range of individual skills and underlying abilities available to sustain development.

IAP2 – understanding the different scales of Engagement

IAP2 Public Participation Spectrum

LEVEL	DESCRIPTION	EXAMPLES
1. Inform	Provide the public with information about a project or proposal.	Public information sessions, websites, brochures, newsletters.
2. Consult	Obtain the public's views and comments on a project or proposal.	Public consultations, focus groups, surveys, public meetings.
3. Involve	Work with the public to ensure that their views and concerns are fully taken into account throughout the project or proposal.	Public workshops, public hearings, public forums.
4. Collaborate	Partner with the public to develop options and solutions to meet their needs and concerns.	Public advisory committees, public-private partnerships, community-led initiatives.
5. Empower	Transfer decision-making authority to the public to enable them to take actions to address their concerns.	Community-led initiatives, public-private partnerships, public ownership.

Local Land Services & Landcare NSW

- A viable supported Landcare community is important in achieving the aims of LLS. Landcare NSW is :
 - Helping LLSs build a people-first culture to drive landscape change
 - Working with NRC to develop a new standard for community engagement
 - Looking at what administrative barriers there are for Landcare groups to partnering with LLS
 - Helping establish a best practice community and landholder engagement guide for LLS boards



What lessons are there for LLS from 30 years of Landcare?

- Landcare has had notable landscape restoration efforts over 30 years, which includes a high level of involvement by farmers, in spite of government policy uncertainty and departmental reorganisations.
- The short-term nature of programs which lack continuity leads to uncertainty and confusion and results in an erosion of community capacity. (leadership/skills/ownership/trust).
- Community capacity is damaged by re-centralising (internalising) support. Creating a 'welfare mentality' must be avoided. Provide a valuation of community networks which appears as an asset on social balance sheets.



What lessons are there for LLS from 30 years of Landcare?

- Recognise there is insufficient public funds for sustainable long-term public investment. Value of leveraging community in-kind contributions (e.g. volunteerism) through fostering community ownership of problems and solutions must be central to all policy settings.
- Recognise the value of enabling and empowering communities to tackle landscape scale problems which will have an influence over generations of Australians. Otherwise - This is a government problem, not my (or my community's) problem.



What lessons are there for LLS from 30 years of Landcare?

- Recognise that the challenges require private, community, philanthropic, and public-good investment. To pull this together requires high capacity individuals who are embedded with-in communities.
- Prescriptive measures are costly, divisive and mostly fail.
- Recognise that tackling problems **with** communities fosters partnerships/relationships with government. This is a preferential value proposition than doing things **to** communities which erodes social capital. We need to put communities back at the centre of NRM.



Landcare Offers.....

- An engaged community
- Government/community feedback mechanism
- Support for government initiatives such as LLS and the Business Plan
- Professional project management capacity
- Experienced staff
- Ability to influence community attitudes to engender positive environmental, agricultural and community outcomes



Advantages of supporting a Landcare Approach

- Provides a network of capable, accessible and willing landholders that Agencies has reach across the community (for biosecurity, NRM, emergency management and even social services)
- Builds trust within communities of government
- Has a higher Leverage for NRM investments - Keeps NRM as a landholder/government issue, not just a government issue



Advantages of supporting a Landcare Approach

- Results in Better alignment of community and government priorities
- Taps into the volunteer economy
- Long term partnerships form between agencies, researchers and community



The Future

Landcare is an established ongoing opportunity for Government and community to work collaboratively to achieve NRM, agricultural and community goals.

There has been a decade of Landcare and a decade of Regional Bodies - The opportunity is now; to take the best of those experiences and form a new constructive partnership in collaboration with Local Land Services development



2.5 Evaluation Day 1

NSW Landcare Support Forum, Dubbo Day 1 Survey Feedback – 28th May 2014

A total of 41 responses were received. Below is a summary of responses.

Question 1: Please indicate your role today (number of responses)

Landcare / producer group staff	14
Landcare producer group volunteer	23
LLS representative	0
Other	4

Question 2: Indicate the impact of this day on your knowledge of support structures and tools available to Landcare (percentage of respondents)

I was not aware of the support and tools before today	5
I was aware the support and tools existed but did not know how to access	17
I was familiar with the tools and support but the sessions have improved my skills to access	54
I have used the tools and support networks but the information was a useful refresher	21
I did not learn anything new	3

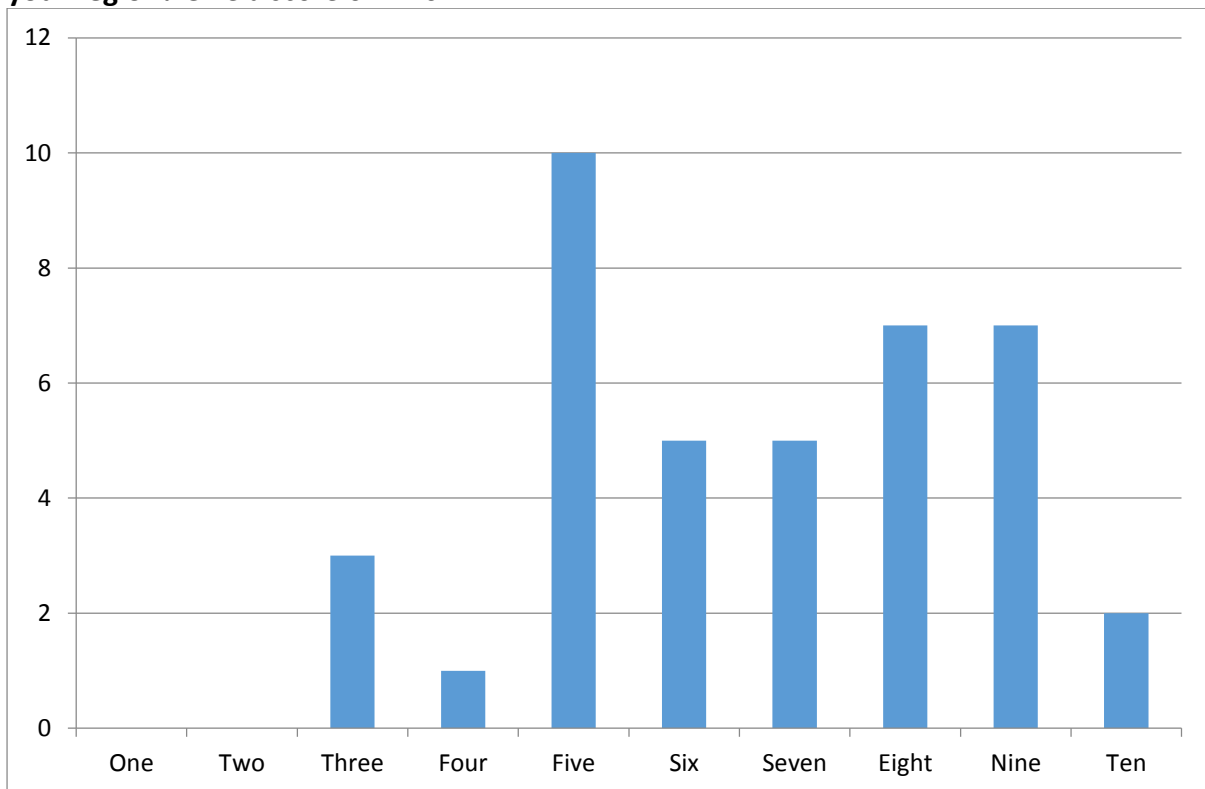
Question 3: Do you feel the day has given you useful take home information that you will utilise in your Landcare activities? (percentage of respondents)

Yes	97.6 %
No	2.4 %

Question 4: Have you established or reconnected with new contacts who may provide you with a network of support and information? (percentage of respondents)

Yes	100 %
No	0 %

Question 5: How positive do you feel about the future of the LLS / Landcare relationship in your region? Give a score of 1-10



List 3 issues / actions that are influencing how you feel

- Media attention approach
- Time will tell (2)
- Connectivity
- RLF
- Relationship building
- Empowerment
- History
- Personality issues
- The RLF position and where it's housed
- The issue that RLF Support does not replace support and resources for effective active Landcare Networks.
- Interaction
- Past history
- Crowd sourcing
- Lack of commitment from LLS towards Landcare engagement
- Lack of knowledge of NRM within Board (NC LLS)
- Lack of understanding of what community engagement is
- The rush through of LLS elections did not inspire confidence
- Bring back the CMA
- Definition of 'Landcare', ie. A generic term to describe NRM activities.
- Have met the Chair and GM of LLS (positive)

Some negativity about funding
Past experience with CMAs negative (2)
Met the manager last week and made a plan for workshops that we will deliver together
Funding given (agreed and to be)
General positive feel in room
Previous relationship with one staff
Lack of communication from 'strategic' to 'local' levels within Landcare State Network
Would've felt better prepared if I knew in more detail what some of the topics would be. I felt underprepared
Lack of knowledge of how NW LLS functions in recent times
Passing comments by others in the region
Funding / conditions of funding
increasing inability to engage with own constituency
Opportunities of working with new LLS
There seems to be a level of open conversation
Opportunities for capacity building Landcare in our region
LLS Board only just formed and deciding on priorities
Federal funding up in the air (5)
Reduced funds (2)
Positive relationship already with SE LLS
Lack of information on WHO can deliver WHAT (2)
Action to follow up with agencies to lobby and gain information
Clumsy changeover from CMAs to LLSs
Reduced Landcare support evident
Statement of Common Purpose / Localism Paper
LLS commitment to working through Groups
Ground work and leadership in both parties
LLS / Landcare willingness to collaborate
Need to network
Community grants & grassroots funding
Large region that needs 2 RLFs for support
Focus is supposed to be on Sustainable Ag but this is not clear
Recent joint planning sessions
Quality of people available (2)
Increasing inability to engage with own constituency
The mandate to work in a localism model is consistently being reinforced
Project planning (Landcare and LLS together)
Project establishment
Reach to grass roots Landcarers
Lack of communication
Increased land area of LLS (extreme locations)
Non secure future for the existing networks - loss of traction in the area
Little communication from LLS so far
Broadening contacts in a wider area
Short track record for RLF
Encouragement to strengthen local networks

Good flow of information
New LLS little 'feel' for NRM
Necessity for LLS to leverage volunteers
I have attended a meeting where LLS have expressed a desire to build relationships with Landcare advisory groups
Landcare Networks and LLS are both affected by inertia, for various reasons (past experiences, too busy at the moment, etc)
Gateway site workshop
Enthusiastic motivated committee
Examples of how to do things
Good communication
Upbeat mood in our district
We are positive
The amount of training / reporting required
Unsure of representation of Landcare to LLS Board (-ve)
GM has expressed that Landcare has better, longer term relationship than LLS and / or other localities
Good experiences on which to build
LLS came to CW NRM WG meeting
Our community survey reporting group
Working with old CMA staff, now LLS
The Landcare movement
Landcare must be committee driven
Must become community inclusive
Bad history with CMA
LLS disconnect with Landcare - LLS staff
Funding focus at local level increasing
Lack of CAG yet in LLS - good local staff relationships
Lack of knowledge/experience/understanding of LC amongst Board Members
Proactive actions in place to support Landcare with resources, funds and support
Some concern about the lack of full unity across the region in forming a regional representative body
Need more time and information on partnership opportunities
RLF job security
Political direction
Consistency across regions
Past experience with CMAs negative (3)
New people involved
Optimism
Collaborative approach both areas
Past history / lack of trust
Budget cuts
Lack of volunteers

What more needs to be done?

Tool lists
Access tools
Check tools work

DPI / LLS need to understand that Landcare is communities and that there needs to be direct resourcing of community groups / networks

Real collaboration between networks and LLS

Need for a united (one) voice pathway when dealing with dealing with NC LLS

Need acceptance that Landcare / NRM networks can provide the community engagement / CCB partnership

Better access to skills training

Regular communication of progress towards LLS / Landcare partnerships

They need to produce 2 issues that we can workshop which will lead to further interaction

I am setting up a demonstration Landcare site on my patch and further negotiation re this would be good

Hunter region Landcare Network needs to get many policies into place

Further explanation and adoption of localism policy

Establish links with LLS staff and board at local / regional level

LLS will understand Landcare's capacity / worth with luck!

More direct communication from LNSW to Landcare Networks

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!

Improve everyone's understanding of true engagement

Community engagement plan

Collaborative engagement with funders

Diversify funding sources

Leverage / monetise brand to target audience

Communication (5)

Developing community engagement plans

Determining RLF role in new LLS -Landcare relationship. Determining whether there is also a coordination role.

Landcare-wide data collection on activities, tasks planned or completed, KPIs, volunteer hours and engagement / investment

Genuine desire of LLS to engage with Landcare, ie empower with support, rather than inform.

Projects developed with Landcare at planning stages.

Our group needs to be proactive and put up a proposal to LLS

Lobbying with government

Liaising with LLS at a catchment level

Review process after 1,2,3 years and changes made if required

Keep listening, keep talking, show respect

Keep records and demonstrate the value of LC / NRM to decision makers. Be smart about it.

Be open to possibility and change.

More grass roots funding

Ensure funding for 2 RLFs

Funding, Funding, Funding

Resource network with collective leverage technology much better

Engage more people

Linking Sus Ag, NRM, and social pillars of Landcare through AG and regional organisations

Create engagement between hierarchy

Who is responsible for the connection between grassroots volunteers and the above connections - paperwork

Understanding of the Landcare role in the governance structure of a localism in action
Crowd funding was useful and should be utilised more broadly
Funding for coordination and 'base' staff
Timely funding, planning, implement and MERI models
Mix between top down and bottom up approach to funding to meet CAP requirements
Adequate funding for CSO support
LLS keep projects in house without community engagement
Secure funding for RLFs
Support the coalface of Landcare
Relationship building with LLS staff
Get runs on the board
Further develop awareness of the new LLS system among general community
Draw councils in more closely as land managers
Continue to develop volunteer skills!!!
Define / advocate social capital
Benchmark engagement
Recruit more volunteers under 30
Communicate down to each Landcare Committee Secretary
Communicate with LLS in joint manner
Appropriate insurance for Networks
Collect data on needs of Landcare regions / districts
Keep up the great work you are doing
Sit down across the table
Get more Landcarers on Advisory Committees
Implement localism state-wide
Face to face engagement
Get LLS to adopt Community Engagement Strategy / Localism / Statement of Common Purpose
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
Met with local board
Be open to possibility and change.
Listen and hear voice of grassroots Landcarers
A positive outlook we can't change past but we can move forward
More promotion of info into Districts
Outline of ideas
Landcare and LLS all on the same page (2)
Be clear about our Landcare group objectives and communicate them to LLS
Create positive relationship
Where has Landcare gone wrong
Digital training / Computing - ie YouTube movie
LLS / Landcare formal partnership
Get our regional Landcare united (Central Tablelands)
Get ALL directors informed of Landcare
Facilitate collaboratism
Further planning and info sessions
Jenny and the Social Media workshop was fabulous - more workshops please!

More information - Landcare groups / RLFs
More information
Stable ongoing funding support
People passion for Landcare
Incorporative innovation sustainability
Working together on something
Better communication
More contact with each other
Buy in ALL LLS
Strong central push

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

3.1 Agenda



The 2014 NSW Regional Landcare Support Forum is a project of the NSW Governments Landcare Support Program. The program for the Forum has been developed by an organizing committee with members drawn from Local Land Services, DPI, and Landcare.

The Forum will bring together key players from the regions to provide skills, tools and understanding to help build productive partnerships between government, Local Land Services and Landcare; partnerships that will be integral to regional delivery.

28th May 2014 – Landcare Networking and Skills Building

Program supplied separately to attendees of this day starts 12.30pm.

Landcare Venue: Dubbo Big 4 Parklands Lodge

RLF Venue: LLS Boardroom (ex LHPA) 96 Victoria Street, Dubbo

29th & 30th May 2014 – Dubbo NSW

29th May – Savannah Room, Western Plains Zoo, Dubbo

Time	Topic
8am	Session 1 - Welcome
8:15am	Purpose and outcomes of workshop; Protocols
8:30am	Introductions - who is in the room & how will the forum help in their future work <ul style="list-style-type: none"> • Landcare – State and regional levels LLS – State and regional levels State Government NSW DPI Federal Government <ul style="list-style-type: none"> ○ Department of Agriculture ○ Department of the Environment Natural Resources Commission
9.45am	Context
10.20am	Distillation of key messages from session

10.30am	MORNING TEA
11am	Session 2 - What are our opportunities of partnerships into the future? Of all the potential opportunities your small grouped has mapped out, what are the shared opportunities of LLS and Landcare
12noon	Report back
12.30pm	LUNCH
1:30pm	Session 3 - 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?
2:30pm	Report back
3:15pm	AFTERNOON TEA
3:45pm	Session 4 -What are the additional criteria for partnership success at your regional scale?
4:45pm	Synthesis, key messages, overview of Day 3
5pm	CLOSE DAY 2
6pm	Pre-dinner canapés
7pm	Forum dinner – Savannah Room, Western Plains Zoo, Dubbo

30th May – Savannah Room, Western Plains Zoo, Dubbo

Time	Topic
6:30-8am	Dubbo Zoo tour (for those interested – \$15 charge)
7:30-8:30am	Continental breakfast available at the Zoo
9am	Session 5 Welcome and recap of Day 2
9:15am	Case studies – what's the process of engagement/ partnership building during this transition phase (focus on three key ingredients of success) <ul style="list-style-type: none"> • South East region Murray region
10:15am	Actions, at a regional scale, to build our regional partnerships
10:45am	MORNING TEA
11:15	Session 6 - How might Landcare and LLS progress and negotiate partnerships during this transitional phase
12 noon	Evaluation
12:15pm	Key messages, sum up
12:30pm	CLOSE DAY 3

The 2014 NSW Regional Landcare Support Forum is jointly hosted by Landcare NSW and the NSW DPI Landcare Support Unit. It is funded by the NSW Government's Landcare Support Program, Strategic Business Plan 2011-2015.



3.2.a Write Up from Day 2&3

The 2014 NSW Regional Landcare Support Forum

28th, 29th and 30th May 2014- Dubbo NSW

DAY 2- 29th May 2014

Session 1

Mike Williams- Welcome and house keeping

Margaret Walker- Local Welcome to Country

Rob Dulhunty- Chair Landcare NSW

- 56,000 Landcarers across NSW
- Landcare NSW main underlying aim- improve the lives of the Landcare volunteers
- 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 LLS 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-Stanhan Chair of Board of Chairs on behalf of LLS

3 Key Topics:

- Purpose and intent of LLS
- Where is LLS today?
- Partnership Opportunities

Purpose and Intent:

- Commenced 1st Jan 14, CMAs, LHPA, and AG extension rolled into LLS
- 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.
- Obviously the changes to the boundaries have caused anxieties, but we have found that in these 'porous boundaries' there is good crossover between regions.

Where is LLS Today?:

- LLS today is up and running, we've held the elections for half of the boards, the other half of boards were appointed
- Commenced strategic planning at the State Level and about the start the regional planning- we will need input from everyone
- Interesting and challenging to bring together people from varied aspirations and interests but it is starting to progress really well.

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

Purpose and Outcomes

Mike Williams- Outlined the purpose, aspirations and protocol for the workshop. Highlighted that the workshop was to generate and capture great ideas rather than critique the ideas.

Introductions- Who is in the room and how will the forum help in their future work.

(i) Sonia Williams- GM Landcare NSW

- Possibilities of the Future
- The messy nature of Landcare can be a strength and a weakness
- Hope for this forum is that we will understand the benefits and limitations of each organisation
- Local and Regional. Landcare is all about community ownership that is what we can bring this to LLS delivery. Landcare can value add to LLS and LLS can value add to the existing framework

(ii) Laurie Dwyer- GM Central West LLS

- Similar views to Sonia's
- 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
- Have an open mind, feel free to put the ideas out there- we are not here to critique ideas, we need to understand the breadth and depth of the partnership and ideas in this room

(iii) Russ Glover- Dept of Agriculture and Dept of the Environment

- Australian Government is going through a period of change. This type of event is coming a good time
- Investment has taken a hit- Regional delivery is going to be a major component
- The key will be making sure that LLS has really good community and Landcare engagement

- The National Landcare Program is the funding program; in fact the naming of it is in recognition of the success of Landcare engagement.
- Both Ag and Environmental outcomes need to be undertaken with FULL COMMUNITY ENGAGEMENT

(iv) Bryce Wilde- CEO 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
- Importance of relearning the lessons from the past
- Key points from Natural Resource Round Table
 - 1) While CMAs 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 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) LSS 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

Context of the Day

This session was a facilitated Q&A session to ensure that participants are up to speed with the institutional arrangements, what it will mean for the institutions, networks, communities and individuals in the room. The below is a snapshot of key messages:

- Crafting Bottom Up and Top Down, and melding what the investors want with what community needs
- Communication is critical
- Maximise efficiency of local delivery

- Going forward, building on the connection people have for the land. Building on the connection communities have with each other. Building relationships, understanding that we need to have respect for peoples connection to the land
- Challenges for all of us, are to address that the underlying independence of Landcare and how this will marry with the regional and State LLS model. I hope we can sit in a state with consistency in a State aspirations with regional diversity
- The important things 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
- We (LLS) have had some good communications with Landcare, we are arranging some funding Opportunities that we haven't yet had time to explore.
- The best projects of the past were led by community, engaging with the CMAs and other partners (State EOH), with Community Groups as the lead agency.
- Looking around this room we have DPI, Dept Ag, Environmental trust, Landcare it's all very heart-warming... there is however a partnership that we haven't mentioned yet, Local Government.
- Reporting and data collection- no-one wants to do reports.
- Its 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.
- NRM Projects in the past have been lousy at measurements- no one measures the baseline, the funders need Economic bang for buck- economic measures
- We need to hear the good news stories- the Narrative of achievements, the spirit partnerships (Dept of The Environment)
- LLS and Landcare are dealing with the same customers: We need to sell our product, understand our customer, partner with people selling the same product
- 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
- There is a sense of urgency in the Landcare realm, we will need patience with the LLS, but Landcare is hurting and we need support quickly
- LLS quantitative Landcare qualitative, how do we marry these up to provide the information that the funders need?
- Enabling- Landcare is a bag of liquorice allsorts- we want to grow, not decline, we are rich in diversity.

- 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
- The key in our area is our representative board, with active projects with our partners
- 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.
- Landcare means different things to different people
- The power of groups, what is Landcare good at, what is LLS good at- let's define our roles.
- In the Murray, The CAP process devolved the power and responsibility to the community. There was unease and distrust within CMA to begin with but this grew to mutual trust and respect between CMA and community. A community that understood and owned their plan, and has given us a good basis for the foundation of our LLS process.
- LLS has cut our area in 5 ways- we are determined to retain management of our area (Lachlandcare)
- Responsibility= Response and Ability..... the what are we good at, what is our opportunity to respond
- We need a blending of the patience and urgency.
- Moving forward to build an effective adaptive model
- Identifying roles and responsibilities
- Frank and Fearless discussion
- Empowerment- resources, devolution, capacity. It is not a paternalism- empowering not doing for them
- Respect for what we are good at- what do we bring to the table. Skills and resources
- Relationships, relationships, relationships- it's where it all starts.
- We've all be brutalised by change, but Landcarers have become change agents
- This sort of thing has happened many times before, particularly from the aus and state gov point of view, this is not the same old story, we know what good partnerships are, we are working with a much larger organisation this time, hopefully we can bring something new into mix- new passions, new attitudes

Session 2

What are our opportunities of partnerships into the future?

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 participants broke into small multi-regional group tables with a nominated small group facilitator. Results will be contained in the butchers paper to be collated by LLS. Below are notes from the reporting back at the end of the session:

- What is it that we want to achieve- Sustainable Productivity (not just ag productivity), sustainable land practice as a product. Sustainable communities and resilience of social fabric
- Our valuable resources are soil, water, and biodiversity, if you can put a dollar value on that, well let us know...? There will be no end to our bang for buck!
- Ecosystem services
- Q: Value... value adding
- The social science is out there, it's all been done- it's up to us to demonstrate the value? All of that information should be there... there is 25 years of reported value in the departments and regional bodies somewhere.
- Government needs community to achieve their outcomes. If the departments won't allow community to own their issues and own the solutions. The community will think that the issues are not their responsibility.
- The KEY for the LLS is resourcing and supporting your community
- 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
- Landcare could be used as a facilitator for other groups in resource and community building
- Landcare Groups and LLS both have networks for the dissemination of each other's information
- Landcare has flexibility for community and biosecurity, not just NRM
- Projects to be planned together
- Landcare as extension officers
- Landcare, LLS and Local Government partnerships
- Establishment of the relationship- where the values fit together, define skill sets
- We need to use the RLF as great go-betweeners in areas where Landcare has been shattered by past.
- Common objectives, we need to focus on outcomes NOT outputs
- Resourcing and support, LISTENING and collaboration UPFRONT
- Using local knowledge Landcare NSW with professionalism and resources of LLS

- Footprints to the future
- Local knowledge linked with staff knowledge
- Landcare Delivery and LLS compliance
- Landcare Flexibility and LLS Resourcing
- Develop HUBS- a platform where anyone can come to that forum and feed information to that LLS. Doesn't have to be Landcare, can be Lions club or whoever- as long as it allows for information feeding up to LLS
- The CAP- still feeds into the activities
- Where the process was devolved (eg Murray) respect and ownership leads to better outcomes in the delivery
- It is important that LC representatives are present on each LLS
- Metrics- HOW DO YOU MEASURE?
- 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
- Develop a solution based culture, will generate value
- Team based on trust, Landcare may have the best voice on ground LLS may have the best voice on a regional scale
- Co-planning
- Address impacts of LLS boundaries- good natured approach
- Celebration of Achievements
- Landcare can make LLS Farmer Friendly
- LLS can support Landcare
- WHAT ARE LLS AND LANDCARE- Dicotaleaders!- from little things big things grow
- Take hold of the opportunity to redefine with everybody participating
- We are committed to walking into the room with a fresh mind.
- 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
- We don't know if we will have a job after June 30. We are not yet in the position where we can give our decisions

Session 3

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

Results will be contained in the butchers paper to be collated by LLS. Below are notes from the reporting back at the end of the session:

(v) James Hutchinson-Smith

What have we got? What do we need? Representation and participation at all scales with consistent and agreed baseline.

The Process is what some regions have used in the past so we don't have to reinvest in the monitoring model. We can measure the relationships success through its adoptive management at different scales- triple loop learning- project, program and partnership levels. If done well, we can start adding further value into community management and Biosecurity. Some of the words heard in the room for that 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

The groups broke into Regional Groups and have a conversation about the additional criteria required for partnership success at the Regional scale, again there will be detailed results on the butchers paper.

Comments-

- 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
- Developing from the ground up, shared visions and goals from the get go.
- Managing expectations
- Hopefully the change to LLS will be an opportunity to grow our partnerships with some industries that hasn't been engaged previously in our region
- 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
- We are very fortunate that we have a relationship developed over the last 25 years, we just need to communicate the changes.
- Landcare is the eyes and ears of the community, we need to develop a way to communicate with respect and effectiveness to the LLS
- Increased communications are needed but we need to individually determine how and when we need communications. This is a good stage for Landcare to have input with the LLS strategic plan, which we now be having as a result of this session
- LLS and Landcare both want longer funding cycles.
- The 3 Must haves in regional relationship
 - 1) Discussion before decision
 - 2) Who will be at the table
 - 3) A joint Vision

- 8 years of a strong relationships with CMA, 14 really strong capable Landcare Networks- LLS has had a significant impact. We have a meeting planned for Monday to discuss our new agreement.
- We look forward to an open and respectful relationship in the future.

DAY 3- 30th May 2014

Session 5

Recap of Day 2- Comments around the room

- 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.
- Anything's Possible. Started the day thinking 'we've done all this', but we are at a collapsed moment where there's opportunities. We need to remember why we're here and leave our baggage at the door.
- 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.
- 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.
-

Case studies

(vi) Peter Pigott- **RLF South East LLS**

- Landcare and Southern Rivers working together to prepare for change under the LLS reform
- Landcare in the SE region came together to understand Landcare in the region and ways to work together
 - Workshops focused on values and opportunities
 - Detailed documentation
 - Take the experience and principles from Southern Rivers Workshops to the new region
 - Working groups formed to propose models of communication and collaboration for Landcare in the region
- Landcare and LLS Meeting

- Initial partnership meeting
- Discussed values, principles and actions to take forward in new LLS- Landcare relationships
- Developed partnership framework
- Looking forward
 - Working towards clarity of roles in partnership
 - Understand how Landcare support needs to fit into the current funding scenario

(A) 3 Key Ingredients to Successful Engagement between LLS and Landcare

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

(B) Q&A

Q- How are you treating changed borders?

A- We've taken the approach of whatever works for that network. There will be more change with budget allocations. Communication at every stage has been the key.

(C) Landcare Perspective- Charlie Arnott

- We were happy to see LLS was keen to engage with us. Also impressed the process started early, we are well on the way. It was a very positive experience.

Q- What would you do differently?

A- We would have taken the learnings from this process early on to the other LLs in our area, and applied them in our engagement with them.

We basically saw that we had 3 options

1. Act as Landcare groups and do nothing to engage LLS
 2. Have forums a couple of times and engage on a very base level, representatives from the 13 networks to share and collaborate.
 3. Other option was to become part of LLS
- Our working groups are encouraging
 - Remained a Landcare workshop, LLS was supporting
 - Communication is critical- get on the phone, emails don't work in the same way
 - We had to work through issues coming from different perspectives
 - Give everyone a voice.
 - Important to have a good facilitator
 - Important to decipher outcomes from the workshops

(vii) Gary Rhodda- GM Murray LLS

(A) 5 Core Principles

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
- WE NEED GUIDING PRINCIPLES
 - Board and staff developed an engagement framework
 - Had a contingency plan, support for Landcare and Producer groups were a priority
 - Employed a social scientist, collected baseline community data for change in community over time. This will open up link us into ANU wellbeing surveys, understanding the 5 capitals, linking the social side into our ordinary works. Also includes the aboriginal community.

(B) Q&A

Q- Do you expect the return of investment from employing a Social scientist? how do you expect to report on that? and will that appear well in your reports?

A- For some time we've understood return on investment in infrastructure and fences etc. but people upfront in that thinking have known for some time that with a move to systems thinking, our investments in NRM were producing outcomes in improved mental health and social cohesion. By employing Jill Earl (a social scientist) we are able to baseline that across our projects and over time we will be able to prove that we have made improvements over the five capitals. By measuring Social return on investment we will be able to increase our return on investment in NRM.

(C) Russ Glover- Aus Government Perspective

- The talk is: to reflect what this government wants to achieve, everything is devolved as local as possible. Landcare and LLS is inherit in the political values that this government wants to achieve.

Q- In your approach was there any diff between Landcare and other producer groups, did you change the approach?

A- (Gary Rhodda) Every group is different and their needs are different short term and longer term- we tailored accordingly. Producer groups are closely aligned with

Landcare and have common values. There will be some differences- but we all have a NRM and sustainable Ag focus

Q- Obviously LLS is one organisation with 11 regions- what appetite is there at a state level for committing to localism?

A- As a general managers group and corporate group, what we are seeing is a period of getting to know each other- what I have seen is strong commitment to engaging with Landcare and Producer groups and a strong commitment to localism.

Session 5

This session involved working in the regional groups to build an action list that needs to be done now to build on their Regional Partnerships during the transitional phase. The groups were asked to focus on actions that will get them going in the short term.

Results will be found in the butcher's paper from each region.

Session 6

There was then 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, the below are comments from the open session.

Comments

- 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 LSS certainly can't live without Landcare

Where to from here?

- The information will be taken to a small reference group to synthesise the information into a usable document. This will be distributed to all participants
- There will also be a guiding framework developed for how LLS and Landcare (and other community groups) can operate together

Russ Glover- Senate Estimates Update 29/5

- This session is coming at the right time, this partnership has now become even more important.
- There is not going to be any more funding to Landcare apart from the regional baseline funding for the next four years, no contestable
- No Environmental trust
- No Community environmental
- No biodiversity grants
- NLP still being designed



Local Land
Services



Landcare
New South Wales

Regional NSW Landcare Support Forum

Landcare / Local Land Services
partnership strategies

Raw Notes from Roundtable Sessions

First published July 2014

www.lls.nsw.gov.au

Acknowledgments

All information contained within this document has been sourced from a combination of Landcare representatives and Local Land Services staff at the Regional NSW Landcare Support Forum held in Dubbo on March 29/30, 2014.

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing July 2014. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.

Context:

The notes are a compilation of the work from the Roundtables during Day 2 & 3 (Thursday 29th May and Friday 30th May 2014) of the Landcare Regional Support Forum. They have generously been typed up by LLS, and Landcare NSW has then reviewed and adjusted as required.

This is raw data, and every effort has been made to transcribe these as accurately as possible. However there will be errors, particularly in assigning the butchers paper to the correct table, - we ask that you contact us with any such errors to allow these to be addressed.

This raw data will be utilized in a separate follow up project, undertaken by Landcare NSW and LLS that looks to utilize all the work from the three days of the forum to develop the collaboration framework for Landcare and Local Land Services.

This raw data will also form part of the Forum report, and we are now providing each region an opportunity to provide input to the summary their Regional Sessions. It is not essential that you do provide further input, as we can attempt to summarise your region, however the opportunity is there for you if you wish. To gain consistency across the regions we ask you to:

From the butchers paper for your region (Session 4&5) provide 2-3 key points that encapsulate:

- The nature of the agreed relationship between LLS and Landcare in your region
- the benefits for both Landcare and the LLS of this relationship

We suggest you contact your RLF or Landcare NSW rep with your input by 1 July 2014, so that it can be forwarded to LNSW by 4 July 2014.

Indicative Timeline:

Forum Report

20 June 14	raw data from the roundtable sessions sent to participants, with an opportunity for feedback provided
4 July 14	Last date for Feedback from regions to be included
11 July 14	Draft Forum report to Forum organisers and facilitator for review
30 July 14	Interim report finalised
15 August 14	Final Report approved for release by Landcare Support Program Business Plan Steering Committee

Collaboration Framework Project

20 June 14	Resourcing for project sourced and confirmed
31 October 14	Draft for review
30 November	Final product finalized.

DRAFT

Overview

Participants worked in small group to provide opportunity for all to have input to the questions posed at the Forum. This built upon the work of Session 1 which was an open forum and question and answer session which explored the institutional arrangements which underpinned the Landcare and LLS partnership, and looked to the opportunities that existed.

Multi region Roundtables

The first two sessions involved working in small, pre-organised, multi-regional groups of about eight participants. Each group was assisted by a facilitator.

Session 2 - Building Regional partnerships for local delivery

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 grouped 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?*

Session 3 – Measuring success

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

1. *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?*

Regional Roundtables

These sessions involved working in regional groups. Each group was assisted by a facilitator.

Session 4 - Partnerships at the regional scales

The questions posed for the groups to work on were:

1. *What are the additional criteria for partnership at the regional scale?*

Session 3 – Action Planning

1. *What should be done now: , at the regional scale during this transitional phase to build our Regional Partnerships*

Multi Region Roundtables

Session 2 Partnerships

1. What are our opportunities of partnerships into the future?
2. Of all the potential opportunities your small grouped 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?

PROMPT QUESTIONS:

- Has the creation of LLS changed partnership opportunities? How?
- Can you give examples of what partnerships/collaborations might be?
- Can you suggest what opportunities there may be for your potential partners? Eg Landcare explain the opportunities for LLS and vice versa

Session 2 Table ??

Opportunities for Partnerships

- Local community advisory group (Spatial or theme based?)
 - What is the glue – challenging format!
- ENVIRO HUB – Stakeholder groups;
- NRM working groups;
- Landcare/producer groups;
- Service delivery (LLS > Landcare);
- Needs significant strategic thinking;
- Define roles – who can do what the best
 - Feedback loops;
- Share responsibilities;
- Significant capital exists.

Shared partnership opportunities

- Define Terms of Reference (LCAG)
 - Feedback loop to LLS Board from representatives;

- Landcare role in surveillance, (adequate reporting systems, support in Biosecurity)
 - Addressed in Biosecurity Action Plan;
- Resourced local contracting.

Sustainable productivity

- Ag commodities;
- Land use – Urban / rural / coastal;
- Resources – Soil and water etc.;
- Social capacity and well-being and fabric;
- Ecosystem services.

Supporting & resourcing community ownership of the problem and the solution

Value adding and maintenance long term.

Session 2 Table B Red Star table

Opportunities

- New start means new opportunities – reassess, new synergies;
- Opportunity for both Landcare and LLS to embrace integrated land management services;
- Social network mapping of existing partnerships to inform future strategies and collaborations. Specific alliances for well defined outcomes could be identified via this process e.g. involve CPA to address the need for baseline economic assessment;
- Identify and acknowledge common goals and integrate the different approaches to achieve higher level outcomes;
- Streamline reporting for groups – identify common / required metrics and develop some simple data collection software e.g. geo-referenced phone app or online spreadsheet with fields to be filled that will generate a report [but don't undervalue the process someone];
- Common systems required;
- LLS and Landcare need to be seen **publicly** to be working together and there needs to be a genuine willingness across the organisations to enable this. This state gathering is evidence that this is happening.

Session two – Table?????

Opportunities

1. Collaboration
 - a. Co-design;
 - b. Transparent process;
 - c. Local knowledge and locally appropriate.
 2. Enabling
 - a. Pooling skills and resources;
 - b. Capacity for success for all.
 3. Delivery – Problem solving
 - a. Existing networks and experience.
-

Session 2 – Table ???? notes on sticky tabs:

- Community access for LLS to be effective;
- Opportunity for LLS – resources, cost effectiveness, strategy/task affirmation emerging and problems on the ground;
- LLS offer access to govt. Structures, capacity, expertise, credibility;
- How investment decisions are made;
- Common goals – Landcare and LLS's;
- Q: What can Landcare offer LLS – social capital, engaged community, credibility, established networks, local innovation;
- LLS to help facilitate process for groups;
- Develop meaningful consortia;
- Opportunity to build more positive culture;
- Investment in group capacity;
- Systemise relationship building to engage groups and community;
- Planning and programs must be regionally appropriate;
- For LLS to re-look at how they do business;
- Being involved in early planning process with LLS;
- Cross regional solutions / relationships;
- Capacity analysis of groups > biosecurity, emergency management, sustainable Ag and NRM knowledge and experience;
- Opportunities: Capacity analysis of groups > scale of investment;
- Landcare has:
 1. Knowledge of problems on ground;

2. Solutions to fix engagement with LLS; and
3. Resources and networks to solve problems.

What are our opportunities of partnerships in the future?

- Establishing a value statement:
 - What's in it for each partner;
 - Understand the values at each scale;
 - Recognise the long history of Landcare in the region (e.g. the track record delivery).
 - There needs to be a 'we' in the relationship
 - Roles;
 - Responsibilities;
 - Teaching each other.
 - Landcare does take in the four pillars of LLS
 - Landcare is on the local scale and builds to the next scale up (e.g. regional / catchment scale). Landcare builds "networks" relationships **great** for forward planning to apply for funds and work toward solving a problem;
 - Landcare is aware that funding limits are short in timeframe but Landcare can deliver the long term outcomes beyond the funding;
 - LLS strength is spatial data collection
 - Landcare will get the job done and help with measurements
- } Define for each partner.
} Relate to the skills of each partner.
- } Roles

Shared opportunities – LLS and Landcare

- Quality of relationship;
- Skills set;
- Roles and responsibilities;
- Capacity:
 - e.g. strong Landcare networks in some regions;
 - e.g. spread out groups but strong groups;
 - LLS to use RLF positions as great go between to Landcarers. A key way to devolve funds and responsibility for projects;
 - LLS to recognise past capacity.
- Understand common objective "it's about the outcome rather than the output"

Partnerships

- Expand the definition of Landcare and NRM to ensure it delivers and deals with all people involved in sustainable agriculture and environmental outcomes delivering resilient communities;

Session 2 – Table K Blue Stars

Opportunities

- LLS to use Landcare as the foundation of their advisory groups;
- Landcare to act as a facilitator for other groups;
- Landcare to disseminate information for LLS and vice versa.
- Explore partnerships with biosecurity and emergency management;
- Ensure that there is accountability both ways that deadlines are met;
- Projects are planned together and Landcare is a preferred partner for project delivery;
- Landcare is a partner and participant in extension delivery;
- Establish a partnership with LLS, Landcare and local government;
- Landcare and LLS participate in joint approaches for external funding.

Session 2 (Table E – Red dots)

Opportunities

Stakeholders

HUB



Session 2 (Table F ????)

Opportunities

- Landcare can help LLS identify value propositions they can deliver to farmers;
- Achieving shared outcomes;
- LLS can support Landcare to enhance and sustain existing community of interest/practice in delivery across four pillars of LLS (e.g. Landcare musters).

What is LLS?

Four pillars

1. Biosecurity;
2. Emergency Management;
3. Agriculture; and
4. NRM.

CMA's

+LHPA

+DPI Extension

? Local Government

- Potential for Landcare to facilitate conversations between various groups of land managers e.g. RFS, SLC;
- Innovative corporative partnerships leveraging corporate social responsibility;
- Landscaping / horticulture re: maintenance.

What are our opportunities for partnerships in the future?

- Infinite > strategic;
- Strengthen Landcare in the face of political change;
- Facilitate partnerships (with) utilities and others;
- Lineal reserve state committee;
- Build on strengths existing – use available capacity;
- Imagination – use, nurture, exercise;
- Team work involving Local Government + LLS + Landcare;
- Institutional membership i.e. Glenn Innes;
- Vitality and resilience;
- Co-planning;
- Shared values – define;
- Roles and responsibilities;

John Roulston Saul

- Imagination
- Common sense
- Intuition
- Memory
- Reason
- Ethics

- PVPs collaboration;
- Pest management coordination;
- Add value to the four pillars;
- Address impact of LLS boundary changes on Landcare;
- Good natured approach;
- Celebration of achievements;
- Volunteerism;
- Develop methodology to demonstrate/showcase economic value to community farmers and investors;
- Landcare makes it farmer friendly;
- Complimentary;
- Collaboration.

Session 2 Table D Gold stars -

Opportunities

Define who we are, what we do and create / use language that matches this > engage all levels of community or do we accept diversity?

- Identify capacity – rapid response
 - Biosecurity;
 - Emergency response;

Interface b/w LLS/Landcare in engage/enact/enable/respond/

- Innovations – drive and encourage;
- Social outcomes – capture the “story” Landcare “know”, LLS has the “expertise”;
- Metrics – measure this regionally and state;
- Outcomes flow on from Landcare to community;
- Different ways of telling story – new language (decide) what the message is so everyone understands;
- Benchmark the starting point;
- Opportunity to use stakeholders in planning;
- Share internal information;
- Define levels and roles to get best value to achieve mutual understanding;
- Refocus through the change – creating reinvigoration on-ground and partnerships – new and old;
- Opportunity in this “pause” period;
- Enabler vs. doer (us) – partnership opportunity in this change idea;
- Collaboration over competition;

Opportunities of partnerships

- Data
 - system (real time);
 - Apps;
 - Collection of regional data – not just LLS projects
 - citizen collected;
 - Landcare
 - Others
 - Levels that do different things e.g. outputs / outcomes;
 - Encourage “citizen” based collection
- Stock take of volunteers / groups
 - Skills
 - Needs

Session 2 Table G - Paw prints

Footprints to the future (Table G)

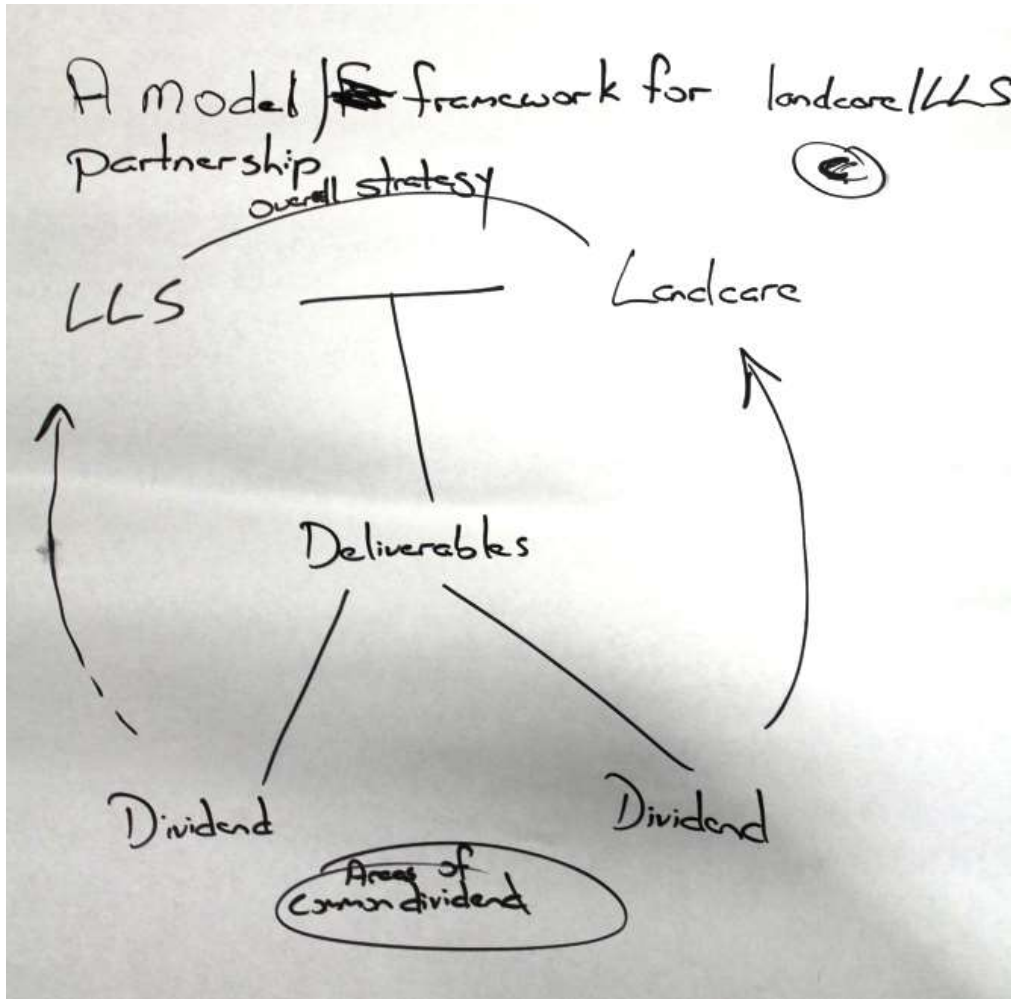


Session 3 – Table H – Yellow Dots

Opportunities for/of Landcare / LLS (Table H)

- Skills audit of Landcare: Skills/experience (So LLS know the resources in their area)
 - To enable devolving of responsibility (i.e. governance is sound)
 - Will also assist transparency giving both organisations opportunity to access the skills and opportunities that arise
 - Tapping into the potential.
- Opportunity to use social media as monitoring and communication tool (recognising multiple approaches to communication are required);
- To best /better utilise local knowledge (people, geography, history) across the four pillars of LLS (e.g. managing biosecurity outbreaks);
- Partnership between Landcare/LLS in working with other land managers (e.g. disused railways) so building on the effectiveness and efficiency that Landcare groups generate;
- Opportunity for LLS to tap into the local capacity/need provided by local Landcare to address land management issues on TSR's (because it is good prevention for beef farmers: e.g. controlling emerging weeds);
- Opportunity for Landcare to provide cost efficiencies in delivering across the four pillars through building on the capacity of existing Landcare groups/networks (which has been built over many years through previous funding);
- Opportunity to provide highly effective communication between grass roots and LLS Board/management (which needs to be two-way communication and built on trust);
- Solution based culture;
- Opportunity for providing positive solutions to negative issues (i.e. building a culture of creative problem solving);
- Opportunity for local monitoring of conditions / issues (e.g. seasonal condition reporting) = efficiencies;
- Being a team based on trust;
- Opportunity to build trust and be champions for issues of common concern (e.g. drought) which is based on effective communication = efficiencies and responsiveness (because each will have a more powerful voice on various issues);
 - Be a team.
- Landcare provides excellent opportunity to introduce and build new LLS staff into local networks and bring them "up to speed";
- Opportunity/need to ensure Landcare has adequate/appropriate representation on community advisory groups;

Table H – Yellow dots



Session 3

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?

PROMPT QUESTIONS

1. What are the criteria for partnership success at their point of view?
2. If you had to measure the partnerships what would you measure?
3. What should we avoid?

Session 3 (Table????)

Partnership success > State

Criteria and measures:

- ↑ participation in Landcare and LLS;
- Better election enrolments/votes;
- ↑ in Landcare participate participating in planning:
 - Regional;
 - State (LLS and LNSW Inc)
- Joint projects:
 - ↑ Budget % of state;
 - ↑ Events;
 - ↑ Projects.
- Increased investment by govt/corp./philanthropic/etc towards Landcare;
- Leverage the community:
 - Ha, kms etc;
 - \$'s;
 - In-kind;
 - Social.
- Consistency in metrics (where possible);
- Systems exist that are “new or innovative” e.g. data portals / apps / etc;
- Benchmark of 5 Capitals
 - Human;
 - Social;
 - \$
 - Natural
 - Built.
- “Gross domestic happiness” of Landcare groups:
 - Murray model of Landcare viability;
 - NRC Standards.
- All stakeholders are getting what they want – State/Feds etc;
- Regional inclusion / adoption of:

- Localism paper;
- Statement of common purpose;
- Inclusion in Strategic Plans.
- Use of gateway to capture “assets” developed from CMA days that work on relationships such as the Murray model:
 - How often / are LLS / Landcare using this to grow relationships?
- Judge success through collaboration;
- All regions have an audit of Landcare and their capacity:
 - Create a baseline.

Avoid:

- One size fits all thinking;
- Assumptions;
- Avoid a picture model;
- Jargon;
- Complex measures:
 - Complex;
 - Expensive;
 - Time consuming.
- Duplication;
- Only looking at fish bowl.

Session 3 (Table????)

Measuring – State level

- Criteria – What to measure? Health of relationship;
 - Objectives;
 - Baselineing;
 - Stability;
 - Equity;
 - Consistency;
 - Regional flavour;
 - Shared values;
 - In-kind contributions \$;
 - Removal of competitiveness/ manage;
 - Structures;
 - Awareness.

Session 3 (Table????)

Measuring – How to measure (State level)

- Must be co-designed;
- Needs resources;
- Local successes > State successes;
- Amount of collaborative activity;
 - State level field days – workshops = here today;
- Landcare awards – acknowledge LLS and Landcare;
- State industry awareness of LLS>Govt/Landcare>Non-govt partnership
- Mutual support;
- Recognition of state activities at regional and local level;
- Level of political support.

Session 3 (Table – Green ?????)

Key points – State level

Common things that a great relationship looks like:

1. **Processes** for identifying problems and determining solutions. E.g. consultative/participative co-operating;
2. **Review** the relationship e.g. feedback / survey evaluation. Who does the review – satisfaction – external audit?
3. **Trust:**
 - a. Transparency;
 - b. Clear expectations;
 - c. Mutual understanding;
 - d. Formal relationships;
 - e. Ground rules;
 - f. Governance.
4. **Formal understanding:**
 - a. Clear expectations;
 - b. Conflict resolution;
 - c. Roles and responsibilities.
5. **Accountability:**
 - a. Responsibilities;
 - b. Measurables;
 - c. Definitions of success.
6. **Values:**
 - a. Vision – long term;
 - b. Mission;

- c. Planning;
- d. Goals.

7. Respect:

- a. Mutual;
- b. Runs on the board;
- c. Experience and skills.

8. Longevity:

- a. Confidence;
- b. Security;
- c. Build capacity in the relationship;
- d. Keep corporate knowledge.

9. Good communication:

- a. Listening;
- b. Talking.

10. Journey:

- a. Continuous improvement;
- b. Growth;
- c. Stakeholders expanding;
- d. Capacity building.

11. Engagement:

- a. Activity / action;
- b. Equal partnership;
- c. "Not monogamous";
- d. Excitement.

12. Evolved relationships:

- a. Where there is a need;
- b. It's about resolving problems small and large.

13. Thriving.

- Have we met / addressed the needs?
- Have we done what we said we would do?
- Have we lived up to the co-designed shared values?
- Have we each done what we said we would deliver?

Marriage

- How do you feel about the relationship? 1-10;
- Great relationships = happening at all levels. Principles apply to all levels and questions i.e.
 - Regional; Local; State.
- 1. Process, review, accountability, trust, values, understanding, respect, longevity, journey, engagement, evolving and thriving;
- 2. Wider community understands what, where, why, when and how we do NRM together LLS and community;
- 3. **Values:**
 - a. Respect;
 - b. Transparency;
 - c. Localism.

Successes

- Succession;
- Seeing new leaders – community champions;
- Diversity should be celebrated;
- Robust relationship.

Session 3 – Table B Red Stars table

State Level Partnerships)

- Measure of successes – good attendance at organised get togethers;
- Healthy partnerships:
 - Mutual support without loss of autonomy;
 - Both partners contribute equally to the relationship.
- What we do has a clear link to LLS and Landcare strategic plans;
- Willingness of others to get involved i.e. other organisations;
- On-going commitment to meet at state level and to extend invitation to other stakeholders;
- Consistency at state level to support flexibility at regional level;
- Measured in relation to 2021;
- A key measure of success would be some indicator of the machinery running smoothly as in LACK of issues an absence of dissent;
- A key measure of success is community resilience in the face of institutional change but this requires ongoing support. This structural support can come from state level partnerships'
- The success of the partnership can only be truly reflected / measured by community outcomes;
- A visual representation of the health of the system: a model (3D) a measure of the resilience of the relationships

KPI: State-wide baseline data to capture the relationship between LLS and Landcare that will capture change over time.

Session 3 – Table ???

Criteria for partnership success

- Common purposes / synergies between partners. (Mutual benefits)
 - Projects, events, communication, extension;
 - Sub regional scale (best level) for planning and delivery.
- Values based
 - Caring;
 - Equity;
 - Community success;
 - Trust (integrity, competence, dependability, performance)

- Indicators for success
 - Governance;
 - Leverage;
 - Community Awareness;
 - Public participation in decision making;
 - Acknowledge team / partnership collaboration (mutual);
 - Adaptive capacity;
 - Information flow;
 - Increased supply chain integration (integral);
 - Integrated service provision;
 - Targeted information and skills development;
 - Agreed outcomes.
- Effective feedback mechanisms;
- Linkages across scale (Local/regional/state)
 - Within an organisation (Landcare);
 - Between organisations (us <> Landcare).
- Demonstrated effectiveness and efficiencies
 - Project design, delivery and evaluation.
- Financial support to maintain capacity to continue to engage community;
- Utilise existing structure - LLS – Pathways (No need to create additional structures).

Session 3 – Table H – Yellow Dots

Criteria for partnership success at State scale and measurements of success

- Taking responsibility - % agreed actions completed (on time, on brief, on budget) i.e. 'corporate' scale and between LLS/Landcare;
- Number of positive statements / stories / reports on Landcare / LLS to Minister and local MPs (i.e. a shared dividend);
- Description and agreement of common areas of interest;
- Increase in number of active groups and people involved;
- Number / quantum of new / external income streams to Landcare;
- A measurement of the governance cost of being Landcare (e.g. currently 0.8 FTE = \$100k for significant scaled network): need to benchmark costs and reduce by X% per annum. i.e. a measure of business efficiency;
- Level of support from NSW / AG Ministers to Landcare:

- Measure = quantum of investment in Landcare / LLS model;
- Measure of number / quality of on-ground action achieved via Landcare / LLS partnership;
- Effective monitoring / reporting back to investors / government (reporting on achievements, innovation, key learnings)
 - Annual Landcare / LLS outcomes report to Ministers and key stakeholders which would also include the added value outcomes;
 - Secondary - Measure number of joint Landcare / LLS briefings (using outcomes report) to local MPs, local stakeholders and media outlets.
- Number of Landcare / LLS cooperative projects (bench-mark current number and measure growth);
- Number of partnerships Landcare has formed (e.g. Landcare working with local rural suppliers);
- Number of regions which have facilitated a “Landcare health check” in the past three years.

Session 3

Measures of success



What to avoid

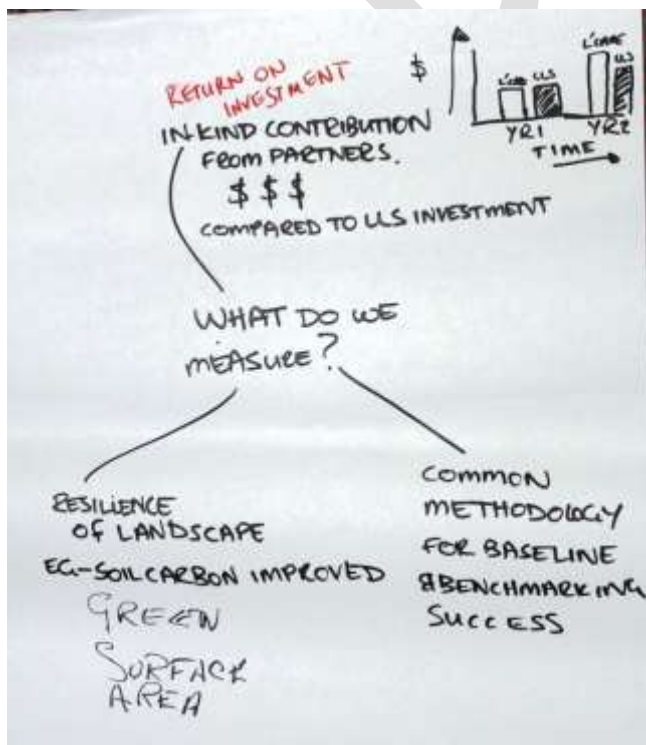
- Don't stifle innovations or engagement;
- Single branding (LLS + Landcare);
- Competition for funding;
- Old assumptions.

Session 2&3 Table ????????

Partnership at a state level



Measuring Success



Session 3 - Table ???

What is success

- LLS value adding by supporting communities to become enabled to take ownership of the challenges and solutions moving forward;

Measure of success?

- Baseline starting point;
- Determine success through:
 - Change in culture
 - Community
 - LLS Staff
 - Customer satisfaction;
 - Transparent, open two way communication;
 - Meaningful and simple records of achievement;
 - Enhanced community involvement.

Avoid

- Don't fight over resources;
- Build capacity – don't allocate roles and responsibilities unless skills are available;
- Avoid top down approach;
- Don't over complicate.

Session 3 –Table K Blue Stars

Partnership success at a state level

- Survey of stakeholder “happiness” with the partnership;
- Landcare has embrace a whole range of partnerships;
- Trust within the partnership;
- Willingness to partners;
- Increased dollars in the State;
- Area of practice change;
- Number of partnership activities;
- Identify new partnerships;
- Number of people engaged;
- Community involved and empowered and less funds to do activities;
- Reporting uses the same data collected the same way;
- Two way communication – community is engaged and aware of NRM/Sustainable Ag issues & activities;
- Improved understanding of community needs;
- Number of Landcare networks are engaged in delivering NRM projects for LLS;
- Measure social media activity;
- Having a state-wide partnership

Regional Roundtables

Session 4

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

PROMPT QUESTIONS

1. What are additional measures you would like to see in your region?
2. Name 3 key 'must haves for the relationship in your region?

Session 5

ACTION PLANNING - What should be done now, at the regional scale during this transitional phase to build our Regional Partnerships?

Murray Region

- Communicate with Landcare producer group committee members, Shire and LLS staff how and what the partnerships can deliver including the principles in the guiding documents;
- Finalising the investment framework
 - A transparent process.
- Sharing MERI learnings and systems;
- Identify and articulate engagement structures;
- Collecting and recording evidence to support decision making;
- Develop guidelines for measuring group capacity;
- Action plan developed on the Landcare producer group review recommendations including adaptive review, includes:
 - Developing a partnership communication plan;
 - Developing a partnership framework;
- Launch / publicise the partnerships;

Addressing requirements – Murray LLS

Have done review > addressing requirements of relationships B/N groups + LLS v collab.

No Landcare networks > ? Support smaller group.

Ideal

- More groups supported;
 - Longer term planning / ongoing programs;
 - Sharing / identifying needs;
 - Integrated communications and networks;
 - Share skills and resources;
 - Avoid duplication;
 - RLF ongoing;
 - Community of practice B/N;
 - Secure funding – for all;
 - Shared feedback / review of relationship;
 - Groups leveraging other \$:
 - Shared capacity + wellbeing checks.
-

South East Region - -

Nature of regional partnership -Foundations

- Working together:
 - Shared values, aspirations, inclusive, valuing diversity and autonomy.
- Clear roles:
 - Who is good at what, where and what are the **gaps**.
- Complimentary:
 - Work with the synergies.
- For the community – from the community;
- Effective collaboration and communication;
- Good understanding of partnership and partners:
 - Map skills.
- Good knowledge management;
- Building capacity (by using capacity);
- Planning from the ground-up;
- Underpinned by a base level of support;
- Well documented;
- Culture of well being.

Partnership values in South East

Supportive	Far sighted
Inclusive	Adventurous
Respect	Tolerance
Open	Accepting
Empowerment	Enabling
Connection	Celebration
Trust	Open and honest communication

Principles of partnership in South East

- Strengthen the community;
- Degree of public good – improve soil / water / biodiversity;
- Build resilience;
- Inclusive;
- Add value to triple bottom line;
- Efficient;
- Lead by example;
- Respect others perspectives – open to other views and ways of doing;
- Best practice;
- Transparency;
- Create value for community;
- Recognise the unintended outcomes;
- Celebrate achievement.

Action plan (next twelve months)

- Inform staff and volunteers (infect) re: Partnership activities:
 - Cups of tea around the table;
 - Connect and build trust.
- Regional Forum:
 - 25 years;
 - Celebration – champions.
- Understand what is there:
 - Networks;
 - Group Activity;
 - Base level of support:

DIFFUSE

- Functions;
 - Needs.
- Skills / roles / maps / responsibilities.
- RLF steering committee role:
 - Reference group for community Landcare.
- Map (Social network mapping):
 - Networks;
 - Groups / projects.
- Review plans:
 - Include social / economic;
 - Contribution to four pillars.
- Engagement with Aboriginal community.

Northern Tablelands Region

Nature of agreed regional relationship:

Current status:

- Working relationships;
- Regional Landcare network;
- Personal / individual relationships;
- Work in progress;
- Pilot projects – LLS driven;
- Fragmented.

Future status:

- More than just contracts;
- Collaborative development;
- Improve feedback loop (MERI);
- Unified;
- More staff crossover;
- Deliverables for shared dividends;
- Consistent messages (external and internal);
- Recognition of community engagement;
- Upstream collaboration.

Regional action plan – 12 months - Northern Tablelands LLS

Together

- Landcare attend LLS annual staff forum;
- Extension PODs x 2 / year
 - Andrew, Jason, George, Jennie, Steve.
- Collaborative project development;
- Develop three way partnership – LGAs;

Individually

Landcare

- Take forum “spirit” home.

LLS

- Feedback to Landcare;
- Feed into Landcare meetings (quarterly);
- Take forum “spirit” home.

North Coast Region

Partnership steps

- Define values (update / adapt), alignment with State Landcare vision;
- Objectives;
- Common vision / same page;
 - Draft docs;
 - Package if info session for Board;
 - (August) step
- Working group process;
- Opportunities;
- Define what “we” collectively need (Shared understanding);
- Interim framework (pictorial) – will refine and evolve;
- Communications + consultation on draft back through networks / staff / board;
- RLF > roles within framework;
 - “Support package”.

Action Plan - North Coast

- Developing a platform of common understanding;
- Package delivered and Board workshop;
- 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;
 - Outcomes.

Action Plan - LLS

- Working group (NCRL + LLS);
- Review / update / adapt / modernise (vision / values, objectives, opportunities). Existing P.A. to MCW draft / supporting frame work;
- Board engagement;
- Landcare / staff consultation (develop shared understanding);
- Refine as interim P.A + frameworks (pictorial);
- Align with State P.A. process.

Greater Sydney Region

Regional partnership with Landcare and Bushcare –

- TRI partnership agreement with LLS, Landcare and Bushcare;
- Our partnership with Bushcare volunteers is through land managers with Bushcare (Councils, NPWS and Crown Lands);
- LLS fosters better relationships BTW Landcare and Bushcare;
- Our partnership will be honest, valued, open, mutual and inclusive;
- LLS should aim to have an appropriate level of interest and involvement with volunteers (e.g. at least one visit by Board / GM to see works of Landcare in the region).

Benefits of the partnership



Action plan

- 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 and 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.

North West Region

Measure the value of the “asset” i.e. the partnership

- Not just measure in dollars value;
- Where (location) they are happening (partnerships);
- An agreement that there has been success between the parties;
- How to measure social capitol;
- Scale of values

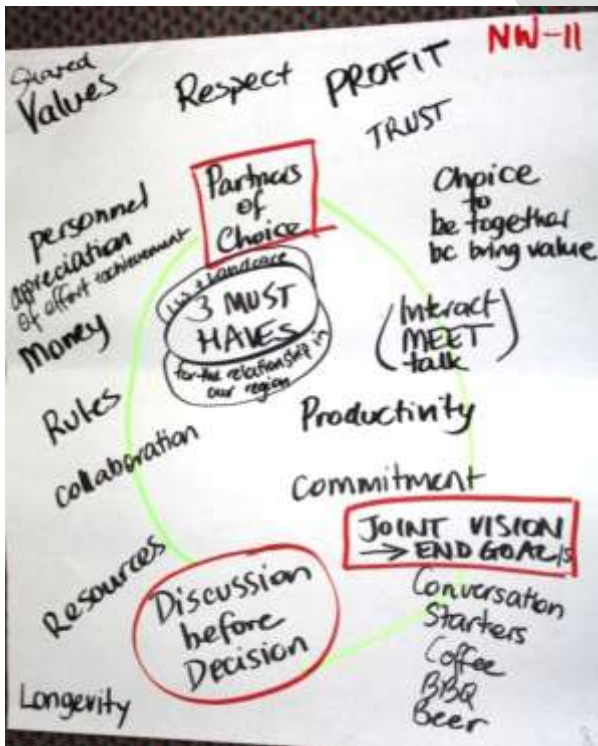
Avoid

- Change attitude, capacity and behaviour.
- \$ only measure;
- Economic short term measures;
- Prescriptiveness;
- Judgement prior to hearing the story – prejudice;
- Negative criticism;
- Short term measurement of environmental outcomes.

Measure

- Measure what matters not just what’s measurable;
- **Appreciative enquiry** of +ve + -ve;
- Opportunism > emergence of new partnerships;
- Stories;
- Cultural;
- Needs analysis could measure the “**asking culture**”;
- Good, bad, ugly. Scale of measure;
- Newsletters, photos, stories, # of these;
- Chart on the wall to evaluate events by participants (@ end);
 1. Start with **agreed criteria**. Anonymity.
- “Benchmark studies” by interview (S.R.L.C);
- Find a volunteer (accountant retired??) to track accountability;
- Identify the **capacity that has been built**;
- Regular appraisal of growth;
- Have an “asking” culture vs. “telling” culture;
- Know what skills you have among you;

- Two documents important at regional level:
 1. Statement of common purpose:
 2. Localism policy.
- K.I.S.S;
- Metaphor: around the table
 1. Longevity;
 2. Flexibility;
 3. Sophistication:
 - Good management.
 4. Look down and look up;
 5. Support;
 6. Partners.
- Reduced dysfunction:
 1. Functional partnerships = achieve outcomes together.
- Acknowledgment of contribution;
- Celebration of success;
- Having clear roles / milestones defined. Measure against. Builds trust. Shared expectations;
- Consistent message (vs. mixed);
- Feeling equal in the partnership;
- Roles / responsibilities at different levels;
- **Quality of communication;**
- Equity, **respect** (All the criteria for a successful marriage!);
 1. CFoC / RLF:
 - Events;
 - Participation;
 - Assistance to Landcare groups.
- **Trust:**
 1. Community believes they've been or are involved;
 2. Agreement / MOU partnership in place and acted on / functioning;
 3. **Unintended consequences** e.g. decreased number of suicides, increased number of babies > offspring.
- **Presentations to groups:**
 1. There is honesty and reciprocity;
 2. Both / all parties express themselves.
-



Action plan

What	Who	When
Stock take: What do we have? i.e. Landcare prod groups	LLS – Chris, RLFs + SNL (Caroline)	Next month by end of June
Regional network / group meeting	RLA organising	By end July
Develop guiding principles / partnership framework	All parties	
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)		

Invite SE / Murray to LLS Board + Landcare leadership

Interim Aspiration

Can we set a goal to be asked to speak as a case study example of an excellent partnership formation story at the next Forum? (In 12 months)

Central Tablelands Region

Nature of agreed regional partnership

Now:

- Open and genuine desire of LLS to work with Landcare;
- Incorporating / facilitating relationship between staff and Landcare “buddy”;
- Great examples of multi government agency relationships / partnerships – Jenolan;
- Very good CMA / LLS staff support (informal);
- Agreed outcome “WIIFM”;

Target:

- Need stronger collaboration on events (reduce duplication on events):
 - Stronger communication planning;
 - Calendar of events / region wide.

Key strategies

- Proposal – shovel ready projects “theme based”;
- Attendance at planning meetings. Two way;
- Open communication;
- Shared resources / knowledge;
- Identify shared vision and values;

Target:

- Roles and responsibilities of each, to build capacity and define the relationship.

Actions over the next twelve months

- Get the message out:
 - Putting positives in for the benefit of our communities;
- Form an advisory group of all the different Landcare networks:
 - Recognise the mutual benefits;
 - What we value most.
- 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);
- Broad discussions with LLS / Landcare:
 - Sustainable Ag
 - NRM;
 - Biosecurity;
 - Pest animals & weeds.
- Spatial relationships and theme / network relationships – to build regional collaboration;
- Fold in State agencies to contribute advisory and identify needs.

Hunter Region

Characteristics:

- Diverse landscape and industry “most diverse”;
- Be drivers in the landscape;
- Gaps in Landcare – Upper Hunter, Cessnock, Singleton, Martindale and Muswellbrook;
- Growth potential – Port Stephens, Upper Manning, Gloucester;
- Disenfranchising of 355 committees could be opportunity in Manning;
- Structure to support (where) Landcare is absent;
- Difficulty in servicing upper reaches;
- Sustainable land manager / learning / garden groups;
- Development pressure e.g. Port Stephens;
- Growth opportunity – Karuah (Catchment plan);
- Environment levy to start in Taree;
- Mid Coast Water / Hunter Water involved in NRM investment;
- Lake Macquarie – “Landcare Utopia” and very involved works on council land.

Partnership success

- Local government involvement;
- Persistence and patience with growing relationship with local government;
- Develop project together – LLS – Landcare – Local government;
- Shared vision – co-planning from the **outset**;
- Partnership needs to be representative;
- Managing expectations – be realistic, frank, open about what each party can deliver;
- Ongoing role of RLF;
- Incorporating lessons learned from today’s sessions;
- Communication;
- Tap into our existing network and knowledge;
- “Common ground”.

Session five

- Landcare and producer groups to meet and establish common ground:
 - Diversity – beef, wine, farm forestry, fisheries.
- Community reference groups for three landscapes – determining their make-up;
 - Step one – do we need a working group to get this reference group in process?

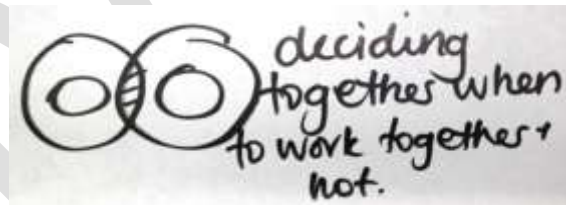
- Consultation between LLS and Landcare regarding how groups are nested and linked;
- **Triple bottom line** aligned with strategy;
- Explore the **HUB** concept to ensure we are representative;
- Opportunity of **nature based tourism**. Eco tourism is an industry too;
- Priority to engage **producer groups** – stakeholders in productive management;
- **Engagement events** led by LLS to engage community “strengthen their interest”;
- Engage **LGAs** – LLS can have significant benefit at strategic level;
- Engage other “high-level” **strategic partners** e.g. National Parks (LLS to lead);
- Landcare groups / networks to work on “getting energy going” and re-invigorating;
- Opportunities for **community support** and **shared activities**;
- Face-to-face like South East model;
- Building **consensus** between group / networks and LLS:
 - **Team building** process;
 - Getting to know each other up front, so we’re funding and / or project ready.

Central West Region

MJ: Trust, alignment of purpose, quality of communication, capacity to work together, valued, awareness, communication, stronger and obvious engagement.

KE: Lines / rules of engagement, define values, identify when our objectives don’t align. It’s ok to disagree.

JC: Productive, symbiotic



KP: Sphere of influence

Time relevant partnerships (Short term and long term).

DB: Communication “Sum of the whole” to all corners of the region.

LD: Equal > trust, agreed outcomes.

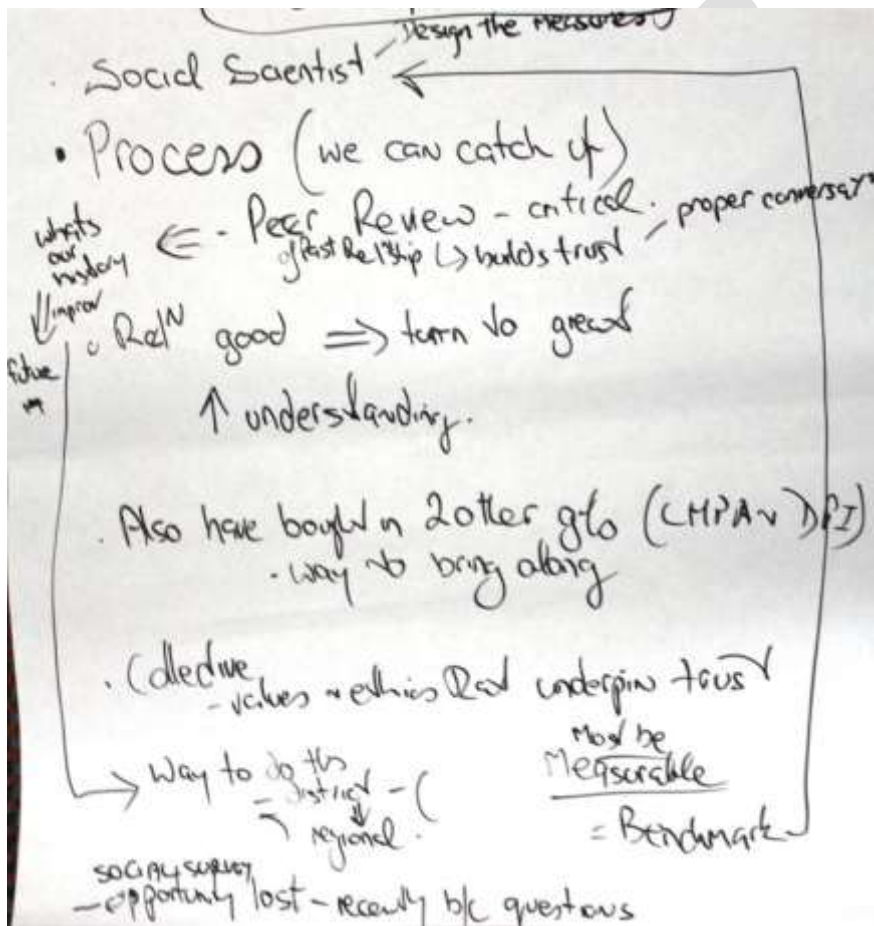
DL: Active partnership, supportive to enable capacity.

PJ: Transparency, recognition of capacity, recognition of differing relationships.

- LLS needs going up the chain;
- Landcare requires capacity to engage and support membership;
- We are **in bed together, who else needs** to jump in?
- How to deal with conflict – avoid this situation;

- Is the perception the reality?
Understand the nature of each partner:
 - Core roles:
 - Staff and responsibility.
- Landcare eyes and ears of the community to feed into LLS so as they can correct / change / etc as part of continuous improvement;
- Discussion before the decision;
- LLS access + valuing to respected / trusted / info / community. Landcare having access to the strategic stuff;
- Build on the strong foundation created in the past.

Action plan thinking



Social survey

- Opportunity lost – recently b/c questions.

Creativity – approach

- Use retired or other skilled people to assist design the measures.

Action plan

Action	How	Who	When
Inform board and leadership team	Invite Murray LLS to talk about their process and outcomes	Leadership team and board	July 2014
Peer review	District level (benchmark) To Regional Edwina Hayes (acknowledge history)	LLS / Landcare producer groups	3-6 months October > First report December 2014
Implement actions			
Benchmark of Landcare groups	Skills and capacity of groups – strategic plans etc.	Landcare groups, RLF	By December 2014
Social map	Identify gaps in human resources		
Partnership agreement Formed b/w Landcare and LLS - What does this look like > maybe under different scenarios	Guiding principles		

Western Region

Western

Roles and strengths of each organisation:

LLS

- Availability of skilled staff to fill gaps
- Technical support
- Negotiation across all levels of government
- Strategic planning
- Governance support
- Specialist skills
- Evaluation of monitoring
- Research
- Financial support for coordinator

Landcare/producer groups

- Project implementation
- Governance
- Local expertise
- Information sharing
- Build capacity in local communities
- Strategic planning advice
- Offer sub regional landscape scale solutions

- Monitoring
- Research support

Action planning:

- Need to begin the conversation with LLS

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.

Riverina Region

Regional partnership

Need for:

- Increased communication at senior level;
 - Each party needs to think about what sort of interaction they want to have with the other (advisory, devolution of funds);
 - Clarification of roles and the building of mutual respect and trust which is lacking at present;
 - Find out how groups want to be supported.
1. All parties need to be genuinely committed to success;
 2. Get some successes on the board (joint funding of projects);
 3. Input into / influence LLS strategic plan (now in planning stage);
 4. Agreed set of principles:
 - Regular communication;
 - Transparency;
 - Shared values.
 5. We have some good models in adjacent areas to emulate (Murray and South East).

Action planning

- Look to our neighbours – Murray and South East have done it so well;
- Audit of groups within the catchment skill base¹ as a gauge of what's out there;
- Riverina RLF to meet Lachlan RLF and Landcare support officers;
- LachLandcare and Murrumbidgee Landcare needs to meet with senior Riverina LLOS staff to come to some agreement about the way to go forward. The audit needs to inform this and extend process. These steps need some careful negotiation.

¹ This has been a very good kick-start.

Participants

Table A Green Stars

Rob	Dulhunty
Colleen	Farrow
John	Hughson
Glenys	Patulny
Michael	Gooden
Nerida	Croker
Lou	Gall
Kaye	Gottschutzke
David	Mitchell
Justin	McClure

Table B Red Stars

Bryce	Wilde
Sonia	Williams
Mary	Bonet
Robyn	Lamond
Wendy	Minato
Graham	Rand
Peter	Pigott
Kerry	Palmer
Laurie	Dwyer
Liz	Davis

Table C Silver Stars

Jeff	Bell
Margot	Jolly
Fran	Corner
Hunter	White
Leanne	Leihn
Ted	Wolfe
Alex	Anthony
Jane	Chrystal
Andrew	Hull

Table D Gold Stars

Edwina	Hayes
Tim	Ferraro
Pip	Job
Chris	Scott
Ian	Eddison
Jeff	Cottrell
Gary	Rodda
James	Hutchinson-Smith
Louise	Hufton

Table E Red Dots

Jess	Brown
Bob	Jarman
Graeme	Ross
Christie	Elemem
Neil	Rendell
Stephen	Thatcher
Fiona	Adams
Douglas	Fox
Lilian	Parker

Table F Blue Dots

Tanya	Stacpoole
Bill	Pigott
Emma	Thomas
Kerry	Palmer
Conny	Harris
Ian	Eddison
Daintry	Gerrand
Nev	Reis
Karen	Zirkler

Table G Paw Prints

Tegan	Sharwood
Mandi	Stevenson
Stuart	Mosely
Heather	Mcleod
Danielle	Bonnington
Anya	Salmon
Susan	Hooke
Royce	Bennett
Tanya	Slack-Smith

Table H Yellow Dots

Lauren	Olivieri
John	Ryan
John	Bavea
Tony	Robinson
Tas	Clarke
Vanessa	Keyzer
Brett	Miners
Kent	Lee

Table I Green Dots

Peter	Dixon
Chris	Cumming
Marie	Hensley
Steph	Cameron
Gavin	Whitely
Lyndal	Breen
Robert	Chambers
Charlie	Arnott
Ian	Armstrong
Anne	Holst

Table J Gold Stars

Marita S	Sydes
Kerryn	Richardson
Bronwyn	Thomas
Craig	Carter
Adrian	Begg
Jennie	Coldham
Rebecca	Mooy
Peter	Sparkes
Steven	Harvey

Table K Blue Stars

Russ	Glover
Danielle	Littlewood
Ruth	Hardy
Neil	Bull
Frances	Young
John	Carter
Tom	Gavel
Sally	Croker
David	Walker

3.3a Slide show Murray LLS

11/08/2014



Case studies – Murray - what’s the process of engagement/ partnership building during this transition phase (focus on three key ingredients of success)

Slide 1 : Overview of presentation

Slide 2 : Principle 1 – Reconfirm a commitment to localism

- Restate a commitment to localism and to supporting a process that values all stakeholders skills and expertise
- Restate our commitment to developing supported framework and relationships that work.
- Imbed these commitments into the Vision, Mission and Values of Murray LLS

Slide 3 : Principle 2 – There is no need to rush

- Be open with the community that LLS needs time to look inwards before we can look outwards
- Take time to engage and involve people is paramount with a new entity where some concern exists
- Eagerness to “put arrangements in place” may be counterproductive in the longer term

Slide 4 : Principle 3 – if not already done, undertake a comprehensive peer review

- A lot has been achieved in past 3 years (reflect on where from to now)
- Ensure time is taken to listen, understand and distil learnings into clear, concise action statements

Slide 5 : Principle 4 – Establish robust interim arrangements

- Recognise and understand that establishing longer term arrangements will take time.
- Work collaboratively to establish effective, efficient and fit for purpose interim arrangements with clear expectations

Slide 6 : Principle 5 – Apply adaptive governance at the appropriate scale

- Deliberately plan for and allow change over time – governance structures and engagement structures will vary
- Ensure scale is applied so that it enables localism. State scale – broad principles and commitment so that localism may be applied appropriately at local scales. Risk if we become too prescriptive at a State scale.

Slide 7 : So what does all this mean in Murray?

Murray LLS are continuing , reviewing and improving an engagement process commenced with Landcare and producer groups around 3 years ago

HISTORY

- In 2010 Murray LLS recognised a need to engage more meaningfully with the community
- Key LLS personnel and group representatives prioritised some actions to begin the process
- As a result Murray LLS invested in key groups for capacity support and project delivery to achieve triple bottom line outcomes
- Groups in turn mentored other groups across the region and all groups worked together with the RLF program to create a Community of Practice
- After 3 years a comprehensive review was undertaken of Landcare and CMA relationships and levels of group activity in the catchment. The impact of investment was assessed and the identification of 12 clear recommendations for improvement occurred. The review was led by the Landcare community and engaged groups across the catchment
- The Murray CMA Board accepted the recommendations of the Review and the Murray LLS Board is supportive of the review recommendations being used to inform future engagement processes.
- Worked on and accepted the Localism Policy
- Murray CMA supported the ongoing hosting of the RLF project in the Landcare community
- Murray CMA CAP was led by a community committee and has a strong community focus

TODAY

1. The Murray LLS Board has accepted a range of guiding principles for development of an engagement framework

The MLLS board accepted in principle that the (engagement) structures and processes put in place should be developed in the context of a number of key principles including

- A commitment to localism as defined in the document national NRM regions
- A key aim of MLLS being to add value to the broader stakeholder community working in NRM, Ag, biosecurity and emergency services
- Structures need to provide for true stakeholder collaboration

2. Over the last 3 months particularly we have been focussing on reviewing and planning and are well down the track addressing issues such as

- How to engage groups meaningfully in Project planning and delivery
- How to develop a framework for transparent decision making associated in investment in groups for capacity and via groups for project delivery
- What formal structures of engagement in the catchment will support all stakeholders to collaborate efficiently and effectively?

3. We employ a dedicated social scientist to support our commitment to Community Well Being

4. We have invested to be a pilot site as part of a National Regional well being survey and are extending similar work in to our indigenous community

5. We believe there is a positive attitude amongst our staff, board and stakeholder community towards the steps we are all taking to ensure that Murray Region gets it right.

3.3b Slide show South East LLS

16/06/2014

Landcare in the South East region

- 3 regional networks across 4 catchments
- 13 district areas
- 300+ groups in diversity of arrangements and capacity
- strong track record of delivering value to landscapes and community

www.lls.org.au/south-east

Steps taken so far...

- Landcare and Southern Rivers CMA working together to prepare for changes under the LLS reform
- Landcare in the new South East region come together to understand Landcare in the region and ways of working together
- Landcare and LLS in the South East meet to discuss opportunities for partnership and collaboration

www.lls.org.au/south-east

Local Land Services NSW South East

Landcare and Local Land Services in the South East region

Towards effective partnerships

NSW Landcare Support Forum
Dubbo - 30 May 2014

Peter Pigg - Regional Landcare Facilitator: South East LLS

www.lls.org.au/south-east

Local Land Services in the South East region

- 4 Catchment Management Authorities
- 4 Livestock Health and Pest Authorities
- Department of Primary Industry agricultural advisory staff

www.lls.org.au/south-east

Groundwork in the lead up to LLS

- A strong intent by Landcare and Southern Rivers CMA to be proactive in the transition to LLS
- An activity proposed by South East Landcare with full support from the Southern Rivers CMA



www.lls.nsw.gov.au/transition



Transition workshops

June-October 2013

- 7 workshops with local networks
- focus on values and opportunities
- detailed documentation
- report with analysis of common threads
- common desire amongst the networks to be proactive in developing a relationship with LLS



www.lls.nsw.gov.au/transition



Landcare in the South East regional roundtable

11 November 2013 in Queanbeyan

- take the experience and principles from the Southern Rivers workshops into the new region
- joint invitation to the roundtable from regional Landcare network chairs
- engage in a conversation about Landcare in the region and the transition to LLS



Queanbeyan roundtable outcomes

- a working group formed
- task: propose models of communication and collaboration for Landcare in the region
- report of workshop proceedings
- positive atmosphere
- *"Past challenges were acknowledged and identified as an opportunity to avoid similar issues in the future and the call was made for a 'new start' for Landcare-government relationships in the region, 'leaving the baggage at the door'."*



LLS and Landcare meeting May 2014

- initial partnership meeting held in May 2014
- discussed values, principles and actions to take forward into new LLS-Landcare relationships
- developed a partnership framework for further consultation

www.lls.gov.au/partners

A partnership framework May 2014

Commonwealth, South East Queensland and State Government of Queensland

It is a joint effort to establish a partnership between the Commonwealth, South East Queensland and State Government of Queensland to support the growth and development of the South East Queensland region.

Key elements of the partnership include:

- **Shared Vision:** To create a vibrant, sustainable, and resilient South East Queensland region that is a world leader in innovation, productivity, and quality of life.
- **Shared Values:** Innovation, productivity, quality of life, and sustainability.
- **Shared Principles:** Openness, transparency, and accountability.
- **Shared Actions:** To work together to address the region's key challenges and opportunities.

www.lls.gov.au/partners

Looking forward

- we have a draft framework outlining a path for Landcare and LLS to work together in the South East to build and maintain an enabled community
- Landcare is discussing how best to collaborate and communicate as Landcare organisations in the South East region
- working towards clarity of roles in the partnership and understanding the full picture of Landcare capacity and support needs in the region
- understand how Landcare support needs fit into the current funding scenario
- work on representing the value of Landcare

www.lls.gov.au/partners

3 Key ingredients

- open communication – listening and actually hearing, taking the time to engage, connect and build trust
- positive facilitated approach - enabled to see the opportunities
- leadership and commitment from both parties

www.lls.gov.au/partners

3.4 Evaluation

NSW Landcare Support Forum, Dubbo Day 2-3 Survey Feedback – 29th and 30th May 2014

A total of 76 responses were received. Below is a summary of responses.

Question 1: Please indicate your role today (number of responses)

Landcare / producer group staff	17
Landcare producer group volunteer	32
LLS representative	17
Other	10

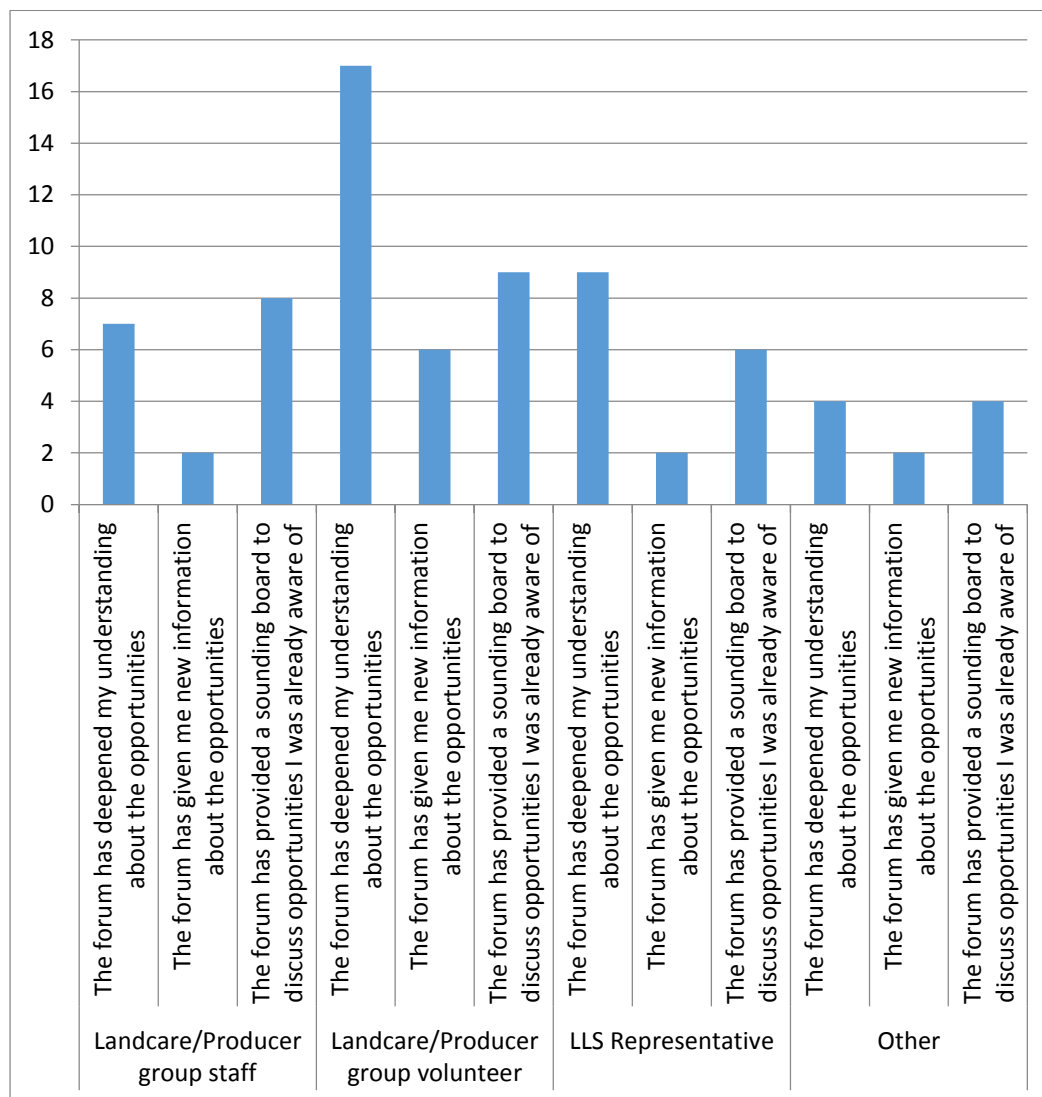
Question 2: How do you feel the forum has enabled you to further the relationship between LLS and Landcare?

I wouldn't have had any discussions without the forum	4
The forum provided the opportunity to have the first discussions	17
The forum provided the opportunity to build on earlier discussions	48
The forum has not enable you to further the relationship	3
Other	4

Question 3: How do you feel the forum has changed your understanding of the opportunities between LLS and Landcare?

The forum has given me new information about the opportunities	12
The forum has deepened my understanding of the opportunities	37
The forum provided a sounding board to discuss opportunities I was already aware of	27
The forum did not alter my understanding of opportunities	0

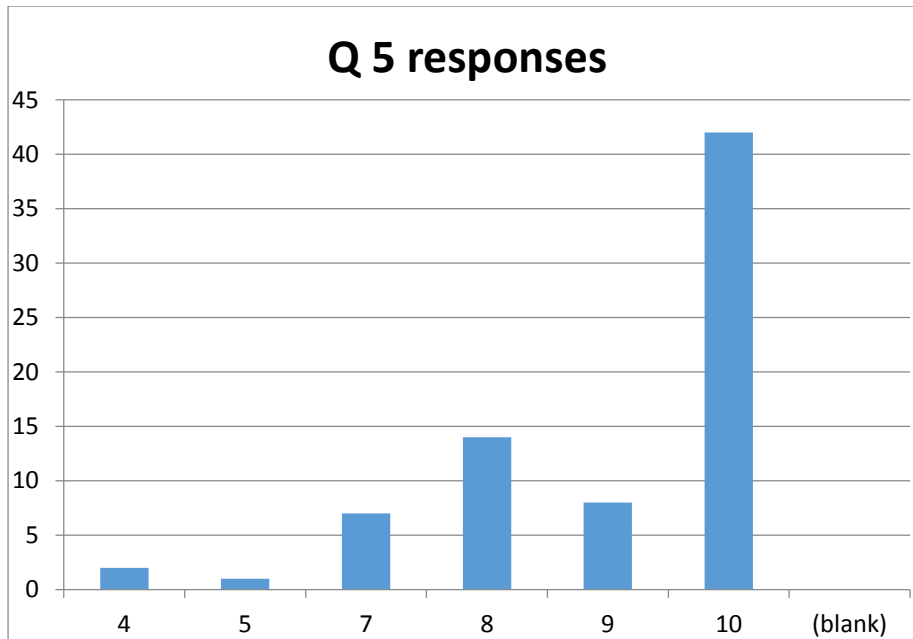
Responses from the perspective of each role



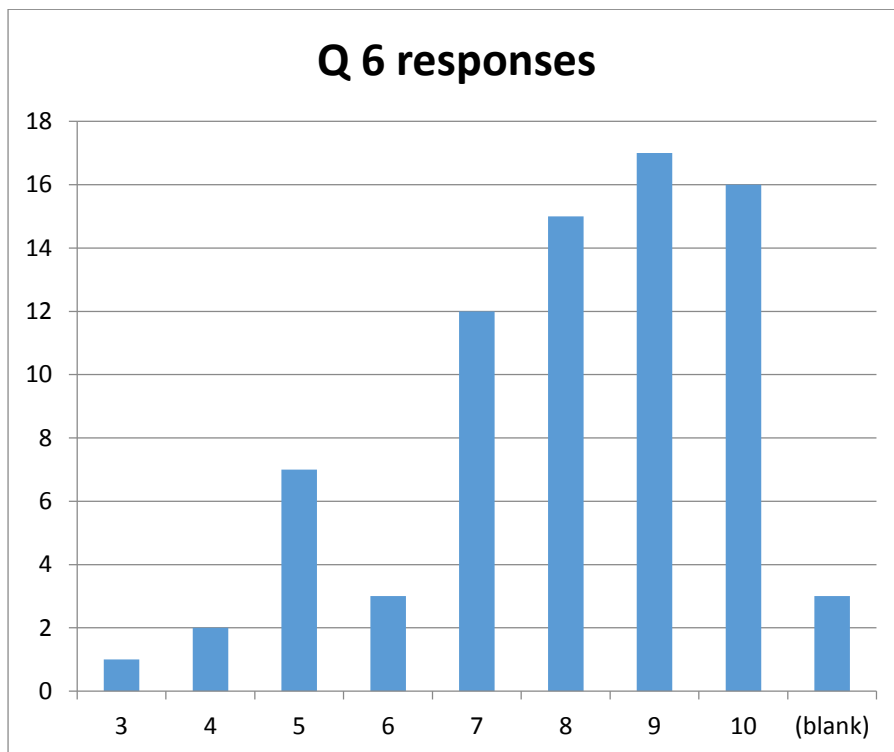
Question 4: How do you feel the forum helped you to develop a path for future collaboration?

The forum has enabled me to see a clear path to further collaborative discussions between LLS and Landcare	33 responses
The forum has given me some ideas to help develop a path for future collaboration	43 responses
The forum did not help me see a path to future collaboration	0 responses

Question 5: How valuable do you believe state-wide forums such as this are to further Landcare / LLS partnership opportunities? 10=very valuable; 1=not valuable at all



Question 6: How positive do you feel about the future of the LLS – Landcare relationship in your region?



List 3 issues / actions that are influencing how you feel

Landcare / producer group staff responses:

Mateship

Agreement to work towards developing guidelines and standards
Positive feeling of being involved in the discussions
The numbers of LLS and Landcare staff that attended today
There is an imperative to have this collaboration between LLS and Landcare
Reading the relationship as it stands currently
It's a foundation to build on
Funding – or lack thereof
Continuing discussion about how we can work together
Good communication begun here
Development of a shared language
Receptive nature of all involved
Open and honest talk – it's genuine
Good feeling in the room – will it be taken up by those who didn't attend?
Lack of certainty about the future (2)
Funding – therefore the ability to follow through with great plans
The forum has provided wonderful opportunity to network and connect
We have developing understanding of how to do this
The transition to LLS is a good thing for relations in our regions
We have identified genuine common ground
Attendance of high level staff / senior leadership team and Chair – good.
The Landcare / LLS diverse skills base is comforting
Emotion around funding decisions Federally.
Some very positive examples from other regions of LLS – Landcare collaboration to emulate and learn from others
Hesitation about the amount of time volunteer landcarers have to put into the process moving forward
Opportunity for face-to-face team building with LLS staff
Lack of federal funding and understanding
We have an action plan
New LLS – it's a big area – ability to meet needs of all
Openness to design a good engagement process
Lack of knowledge about LLS board / staff focus in this region and potential for Landcare support in the future
There really is good spirit in the room that we are all in the trenches together
Need to be patient to understand the complexity of the tasks LLS face
Lack of commitment from LLS senior management to participate in this collective forum – would have been good for them to see what is happening in other regions
Chair and GM don't have much understanding of Landcare in region or opportunities it presents. All hangs in how well the Landcare community can share this information
Partnership modernisation with a set timeframe
Commitment from LLS & Landcare operational staff to work together on an operational basis
Difficulty in bringing all the Landcare Networks in our region to work collectively and from the same page
We have intent to deliver against clear items
Concern corporate agriculture has lobbied Barnaby Joyce to cut the threat from Landcare, which has been showing farmers how to cut costly chemical and fertiliser inputs

LLS representative responses:

Shared goals
Uncertain future partnerships
Good past track record of partnerships
Willingness on all levels
These discussions take place
Funding
Excited
Enthusiasm
Having discussion with other landcarers from across NSW – fantastic.
Many opportunities to talk with Landcarers from our region
Not yet able to initiate discussions
Collaborative
Genuine commitment to make the partnership work
Having discussions with passionate locals from my region = uplifting
Desire from Board to engage with Landcare – it could go either way at this stage
Good relationship
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)
Preparedness – seize the day
Need to get closer cooperation and contact unify local groups
Clear commitment
Health checks
LLS needs local community input and Landcare provides the opportunity
Landcare needs an opportunity to develop community strategies and LLS can provide that opportunity
Review happened
There are ALL the stakeholders in the room
The spirit of the forum
Engagement – consistently and transparently
Honest – supporting framework
Positive case studies
Finding solutions together
We have the resources and creativity is our only limitation
Opportunity to find new ways to do business
Early action – proactive
Future plans made public
Getting to know and understand community needs
Positive feeling from Forum
Positive culture
New region
Nonattendance of GM or Board
Need more Chairs and GMs here
Chair of Chairs needs to be here
Significantly improved understanding of Landcare state-wide
Discussion and acknowledgement of common values
It was very, very disappointing to hear the RLF from our LLS region saying negative things about us on the last day to other people (LLS representative)
Not having any senior LLS staff or Board from my region = disheartening

Landcare / producer group volunteer responses:

Real energy for working together to achieve outcomes
Better relationship started
No representation from Board
Shared goals
Lots of goodwill as well as structural drivers mean we will have to work together
Great enthusiasm from both sides to make to partnership work – major and positive
How we can collaborate better moving forward
Respect developing
Respect
Needs exist, the relationship is core to both LLS and LC
Uncertain funding
Great listening and conversation
Communication started
Willingness to listen
Great conference with lots of input from across NSW from all levels
\$\$ are limited compared to the past
Uncertainty of funding available
A better understanding of the process and politics
Moving forward in a new LLS / Landcare relationship
Already started
Slight reduction of agro towards LLS
LLS and government reps put a positive spin on their role
Feeling of state-wide partnership instilled
How critical our relationship is
LLSs will make or break Landcare
Uncertainty on both sides about funding (-ve)
Lack of direct funding to Landcare from government
Reduced government funding – reduced markets
Funding uncertainty
New information
Communication
Being realistic and prepared in the current financial climate
Input from REAL leaders about trends within new government
Foundation of a way forward with shared outcomes between community / LLS
Capacity – both numbers of people and skill level
The facilitator brought the right tools
Standard of leadership very good
Sharing knowledge and resources
The calibre, competence and goodwill of the SE LLS and Landcare groups at this forum
Confident the processes and examples provided has provided pathways
A very effective and innovative LNSW
Past history – no chair and GM present would seem to indicate lack of interest
Scale – localism will / may mean outcomes
Learning to cope with extended region (-ve)
Most of our community are disenfranchised from the LLS Board election process (Sydney).
Recognition that Landcare will assist LLS in EACH of the 4 pillars
Challenges for the areas that do not have strong Networks – opportunities too
Fear that LFO will become overstretched
New LLS ignorant of NRM

Need to get Bushcare, Landcare and other Conservation volunteers and produced groups and recreational groups together to form a regional network (Sydney).
Plans will be advanced to encourage joint policy development from top to bottom
Community is diverse and leading them into a new paradigm will be challenging
New players in the game
Willingness to act
Great group
Need to talk to LLS Management
Localism paper and Statement of Common Purpose presented to others within engagement area
Implement actions from Review!
Existing staff used to and comfortable with Top down / command and contest funding structures – forcing re-think
That the people we need to talk to are in the room
Past experiences (yes, baggage)
Varying degrees of understanding and transparency from different LLS reps
Collective /state-wide framework / commitment
Uncertainty
No representation from our Board
Need to manage limited resources to implement
Commitment from board GM and staff
A REAL relationship now established with GM of Hunter LLS
GM and Chair not here
Our LLS management are not working with the NRM staff, never mind volunteers.
Neither the GM nor board came to this Forum (Sydney)
Information not feeding down to our level
Framework
Progress to date
Good meetings prior to this forum, backed by solid relationship extensions at the forum assure me of a strong future regardless of budgets.
Active participation by all at the table
Open communication
Investment
Localism and Statement of Common Purpose presented to others within engagement area
Shared visions

Other responses:

Partnership
Funding
Communication
Not being heard and understood by LLS as we had no Board or GM representation on our Action Plan.
Need a definitive path for partnership, ie. Communication from the top down.
Landcare capacity
Resilience and a commitment for a positive partnership
Acknowledgement of Landcare / LC skills
Well done LNSW for its bold plans - they will bring Landcare back into the national consciousness just when we need it
Landcare's flexibility, resilience and universal trust are rare in public life anywhere
Joint ownership of LLS / LC future

Funding challenge
Funding resourcing
There is a real sense that this is a new start, with some new people and new context – does not have to be the old story
Positiveness – moving away from ‘us and them’
Need to strengthen our group including senior staff involvement
Need ‘porous’ boundaries – don’t forget Vic, SA and QLD
Awareness of difference regarding issues between rural Landcare needs and “city” Landcare needs and perspective
Agreement on key actions for progress
Managing expectations of LLS
No representative from LLS management and board
Level of funding for Landcare
LLS Chair, GM and relevant staff are at the table
Good vibe
Satisfied with staff quality and intent

What more needs to be done?

Landcare / producer group staff responses:

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
Landcare needs to develop sustainable and growing income stream
Need the social science component to value-add dollars to things we’re already doing
Landcare needs to stop looking at just existing on grants
More (much more) discussion before the decision
Develop our shared partnership protocols
Set up a task group? Steering Committee? Working Group?
More planning
More input
More Dollars
We have to follow through with our agreed action
Review program in 3-6 months
Ensure we get our proposed actions in by 14 June!
Ensure that all directors and team leaders / snr management get this information / feeling
Same as above, but for Landcare – get this to grassroots Landcarers
Communicate outcomes back to both Landcare and LLS
Develop shared values and define the roles and responsibilities of LLS and Landcare to set the platform
Get commitment from senior management and Boards from both parties to participate in the strategic level development of the partnerships
Need to work harder to get NT LLS leaders to come to these forums – a missed opportunity for them. They didn’t attend Sutton forum either.
Approach LGAs to be involved in forum
If papers are going to be discussed at a forum, wouldn’t hurt for them to be circulated to attendees beforehand, eg. Statement of Common Purpose, Localism Position Paper
To keep communicating
Be patient

To keep an open mind as the partnership development evolves
District discussions
Project collaboration
Combined work / recognition of collaborative roles
Interim plan whilst time is taken to develop partnership (eg, support Landcare groups)
Landcare groups need to get their 'house in order' – PLANS
Outcomes of forum to be collated and sent out to participants to take back to our groups / networks
Stock take of what staff / groups are on the ground, what skills they have / what groups.
Each region needs to have at the very least the RLF position to facilitate collaboration
All regions need a statement of Common Purpose
Continue the conversation
Peer review within the region
Engagement with our Board members on a face to face basis
Review our RLF roles and activities and how RLF can support our networks
More information from Landcare to LLS to share stories of what's being done, new opportunities etc.
Development of the Rules of Engagement

LLS representative responses:

Hit timelines
Develop timetables for reporting back
Develop state-wide Statement of Intent
Work on how Landcare can contribute to Biosecurity and other pillars
Guiding principles for way forward
Peer advisory interaction
Social integration
Develop more vigorous / regular communication across networks
Establish plans of action
Keep everyone at the table (metaphorically) and bring in others
Rapid write-up of workshop outputs
Put actions into place in our region
Build relationships locally and share and understand perspectives
Aboriginal Landcare??
Form a formal state-wide LLS / Landcare working group
Maintain the "rage" – let's keep this momentum going
Need to ensure the LLS / Landcare partnership is a clear message from LLS across ALL regions, ie. It is an imperative of all LLS regions and must be acted on
Benchmark progress overtime
Don't drop the ball
All landcarers contact their local politician to voice their disgust at funding cuts to Landcare and NRM
Change talk into action
Embed the culture broadly
Negative comments need to be made behind closed doors – this destroys trust between LLS and Landcare.
Lots – more discussion / interaction
Reference Group
More communication in the region
Stronger partnerships between LLS/Landcare
Valuing the relationship being formed

More conversations in facilitated environment
Greater value groups can contribute
Redefine relationship
Hear from community
Compile findings
Build local and regional relationships
Look at opportunities outside NRM for relationship growth
Push governance standards and kits out to local and regional Landcare groups
Bring all parties to the table and discuss findings

Landcare / producer group volunteer responses:

Greater understanding of LLS staff / management of differing local issues / needs / long term outcomes
Establish regional and district / local partnerships for identification / on ground works / education across all age ranges in communities / outcomes
Meet again with Hunter LLS to work out how we can work with them getting their priorities
Focus on what we can do – in Port Stephens, get the Tidy Towns groups involved as Landcare groups
Point out to everyone what effect the new budget will have on the environment
More talk locally
Re assess our assets
We need visionaries to be involved
Volunteers must be engaged and motivated
A ‘health check’ is needed of the developing relationships between LLS and Landcare, region by region and mediation or facilitation be provided to laggards
Finalise support structures
Set up a round table meeting
More staff support for LFO
Look at how to coordinate
Landcare groups may need to re-align over time
Global design and thinking
Local action
Celebration of achievements, milestones
Continuing negotiations
Communication direct to those affected
More efficient communications across networks
Strong promotion of LLS and localism
Concentration on “opportunities” in for face of government funding gloom
More specific projects that unify scattered groups
Never forget that many Landcare members will keep on planting no matter what, but their effectiveness can vary according to support and funding.
Planning together
Landcare networks to communicate renewal opportunities to their groups
Assist groups to establish their objectives
We need a regional Landcare Network (Sydney) – the LLS GM and Board need to meet with that network
We need a regional forum just like this one (Sydney)
Team building
Relationship building
Working group for the relationships

Communication

Trust

Connection

Funders need to be convinced that funding NRM contributes beyond land and water management (eg economic outcomes, social capital building and community health)

Teamwork – we are all in the same boat. A close relationship must be fostered. Mates helping mates.

Further consultation on what is happening at regular intervals

Need to start dialogue individually and at as a chair working group ASAP.

Intergovernmental agency agreement / understanding

Continual peer review

Reference group

Develop key messages

Infect the rest of LLS and Landcare team

Round table “cuppa” opportunities at all levels

Follow up on achievements

Conduit for communicating achievements

Find a way to continue Forum! Next year!

Effective communication to our member groups of what is happening and information from these 3 days

In our area, convincing our new LLS Board that they cannot go forward without Landcare

Convincing governments of the essential need to support Landcare

Joint planning

Joint project implementation

Education of LLS staff how the community can help in their tasks

Audit member and skills for information to both Landcare and LLS

Look to more non-government funding

Prioritisation

Share the energy / infect the others

Manage expectations

Continue the process

Meet with each LLS Chair and GM to progress discussions and create a clear relationship re funding, expectations and outcomes

Develop guiding principles for relationships

Putting theories into action / apply rhetoric

Gather background info and needs analysis

Develop community partnership framework

Other responses:

Together again in 6 months

Keep the state momentum going

Take on board the thoughts generated over the forum

Help each other (in LLS regions) and across to drive the momentum

More effort with Aboriginal community

More benchmarking of what works in LLS / Landcare partnerships – sharing of lessons and greater consistency in approach across LLS

Accord at state level – LLS and Landcare

Sharing of resources across regions

Sharing of success of SE LLS and Murray

Another one in 2 years' time please

Annual health check by both LLS and Landcare back to state representative bodies
Broaden – include local government, state funders, associated groups like AABR, FATS, Birds Australia etc)
More conversation
Leadership and commitment from both sides
Measuring trust
Leaders in Landcare and LLS to reach out beyond their regions
Climate change action – it must be resumed
Continuation of these forums
More funding
Continued open dialogue
Strengthen results / outcomes focus
Define our goals (mission and vision statement)
Develop mini prospectus
Invite different groups (Landcare and Bushcare)
Steering committee to take this forward
Report outcomes to Minister
Let's support Landcare and let it grow!
Keep 2 RLFs within the program to cover such a huge area as Western (to service and support ALL groups)
Build on the positive energy from this and provide a common front from the paddock to parliament

Other comments

Landcare / Producer Group Staff responses:

Well done guys!!

Thankyou

This was an excellent event! Thanks for all your hard work!

Fantastic opportunity to share ideas and connect with the Landcare world

Landcare, as a grassroots organisation is too important to be left in the dark and should ALWAYS be with a funding stream!

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

Well done

The venue was fantastic!

I highly value the opportunity to spend time with the LLS Chair, GM and Exec Staff

It was a great even and a credit to LNSW for the organisation of it

We need to develop sustainable income streams for Landcare that will allow us to become independent of government funding

A great forum. It's a shame not more LLS Chairs / GMs were here

Well done team.

This has been a wonderful forum – the pledge to keep the participants informed and involved in ongoing collaborations would be great

Food was great!

Landcare needs to put a dollar value (including social science intangibles and volunteer hours) to give to Federal Government showing how many billions of dollars its worth so politicians understand this.

Needed more time to work on regional action plans – feel like we have spent 3 days skirting around it – needed more time to get down and dirty on this kind of stuff – now will have to spend more volunteer time bringing them together again

Fantastic venue

Zoo walk was a great break, sessions productive and intense long days!

Casual pizza night great on 1st night

Very smooth organisation of accommodation, meals, timetable

Seamless, well done!

As always, great opportunity to catch up with other Landcarers and likeminded LLS.

Thankyou for the opportunity to learn so much

Venue, food, program – excellent

The girls – Sonia, Amanda, Fiona, Kath *****

Fabulous venue, great food!

Good to have reasonable length breaks for networking (although they are never long enough)

Great facilitator in Mike Williams

Well done team! Came off brilliantly

LLS Representative responses:

Trust is imperative to a positive relationship. LLS isn't perfect, neither is Landcare. We are doing the best we can.

Voluntary contribution of Landcarers acknowledged and valued

Certainty and continuity of RLFs

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.

The most positive Landcare gathering I've been involved with in the last 8 years

Thanks for organising!

Very worthwhile

Good job team!

Thanks

Great meeting and looking forward to get some on ground works /actions happening to contribute to the care of our land.

Well organised and a helpful event

With cuts in govt funding, there is a greater need for cooperation

Great workshop

Although it has been a great experience, 3 days is a big commitment of time for many people

Landcare / producer group volunteer responses:

Great forum, thanks to organisers

An amazing experience – vibrant and engaged communities working together

Thank you for an excellent 2.5 days

Mike Williams did a very good job

Well done LNSW!!!!

Great venue

Great forum

Congratulations to all involved

Aim for the next forum in a couple of years to be even more comprehensive in representation from the community and agency perspective

Many thanks

Congratulations to Organising Team – a very worthwhile and well delivered event.
Most missed the relevance of LGAs – LGA is a major player
Australia is financially stuffed therefore ‘care’ groups are a luxury
Landcare could go into recess for 3 years and be reactivated if conditions permit (the world wouldn’t stop)
It appears that the NSW DPI Landcare team and LNSW have developed a very strong working relationship – very good development.
Great forum
Provided opportunity to meet with our Chair and GM as well as other people in our LLS region
Thankyou, Thank you Thankyou
Enjoyed the really complex Chardonnay available at the dinner
Thank you LNSW for the opportunity
Great networking
Very empowering!
Always important to reinvigorate Champions in the community. This is achieved by bringing together.
Well done. Keep up the good work.
Ideas are like viruses and resilience is developed by exposure to these ideas. It changes us.
This was a wonderful venue – it has to lead change in the way we work
Congratulations to organisers – great venue, excellent program, timing
Logistics appeared faultless
My bureaucratic language has improved immensely especially my understanding of adaptive governance and devolving project delivery using localism principles
Thanks to all who assisted in facilitating this forum & who will do the back work to produce reports / analysis of this
Thanks to LNSW in facilitating this seminar
Thanks to the LEADING RLFs and GMs and Landcarers for passing on their wisdom.
Great collective forum – it’s only the start
Where was Local Government in all this?
Needs Landcare and LLS a collective understanding of what Landcare is / encompasses – not just official “Landcare groups”, but caring for our environment in NSW holistically, whether a group or individual in a community / business, etc.
Well thought-out
Awesome facilitator
Great job!
Great to share ideas, time together, build relationships
Great opportunity
Thanks for a fantastic conference – well organised, strong program, no time-wasting.
The LLS Board elections need to be managed by the NSW Electoral Commission. The criteria for nominations and voting for the LLS Board elections needs to be different for Sydney.

Other responses:

Great initiative and positive collaboration
Pity there was no presence by Riverina and NT GM or Chair
Excellent partnership on the new Pozible initiative
NLN and state bodies keep up the political pressure
Good opportunity to mix and mingle, especially during zoo walk
Considering that only few had read the agenda, some time, eg 1 hour at start of conference would perhaps have been beneficial.

Great facilitator
Great forum, well done getting the GMs / Chairs in the room
Great venue
Good conference
Lovely venue at zoo
Missed vegetarian food
Great venue
Great food
Great partnership and networking opportunity