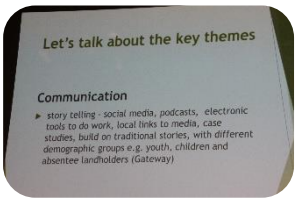
Landcare NSW Inc

Muster 2017 Report

Albury, 25th – 27th October 2017



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

ABN: 24 958 819 359
Address: 4/48 Tamar Street, Ballina NSW 2478
Phone: 02 6686 2779
Email: administration@landcarensw.org.au
Website: www.Landcare NSW.org.au

This report has been prepared from material supplied by Jo Eady of Rural Scope Propriety Ltd, who was engaged by Landcare NSW to facilitate the 2017 Muster and prepare the final report. Additional Input from Sonia Williams, Natasha English, Jennie Coldham and Deb Tkachenko of Landcare NSW**.**

Cover photos supplied by Cassie Price Jodie Lovell and Jennie Coldham Landcare NSW. All other photos throughout this document are supplied by Landcare NSW, unless otherwise stated.

Landcare NSW wishes to thank the following organisations for their support of the 2017 Landcare NSW Muster

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

Foreword

Landcare NSW was established, by grassroots Landcarers in 2007 to be a representative body that provides local Landcarers with a voice, support and services. As Landcare is a grass-roots community driven movement, the biennial NSW Landcare Muster is a valued opportunity for Landcarers to learn from each other, celebrate achievements, network and discuss areas of concern and local priorities with other Landcarers throughout the State.

The 2017 Muster at Albury marked the 10-year celebration of the formation of Landcare NSW, and it was heartening to see not only a large contingent of first time attendees at the Muster, but also a number of stalwarts that have been active participants since the inception of Landcare NSW at Myuna Bay in 2007.

This mix of new blood and experienced heads provides for an exciting future for Landcare in NSW; providing the enthusiasm to build Landcare to meet current needs, mixed with the wisdom of those who have seen the many changes that impact upon the successful operation of grassroots Landcare.

The achievements of Landcare NSW in meeting the needs articulated by Landcarers at the 2015 Muster have been numerous, with Landcare NSW Councillors and staff giving Landcarers a voice in a wide range of policy and program settings. We have worked hard on developing and delivering materials and programs that provide support where it's needed most – at the grassroots. The successful roll out to the Local Landcare Coordinator Initiative as a partnership with Local Land Services; and the delivery of an Insurance package designed with the needs of Landcare groups in mind, and at an affordable price, have been stand out achievements across the past two years.

However, the task of rebuilding a strong and supported Landcare is far from over – and as your organisation we need to ensure that the efforts of Landcare NSW are focussed on delivering to your needs

Your input, provided through the 2017 Muster will guide the strategic policy objectives of Landcare NSW over the 2018 – 2020 period, as together we work to build a sustainable future for Landcare in NSW.

Rob Dulhunty
Chair Landcare NSW Inc

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Background

The bi-annual Landcare NSW Muster was held in Albury, New South Wales in conjunction with the Landcare and Local Land Services State Conference.

The Muster was held on Wednesday 25th October 2017, 9 am – 12 noon, with a feedback session on Friday 27th October 2017, where the initial themes / priorities as determined at the Muster were shared back to participants.

The purpose of the Muster was to create a participative forum where Landcarers could provide input and feedback to shape the work and future direction of Landcare NSW and Landcare in New South Wales. The goals of the Muster included;

1. Provide an update to Muster attendees about Landcare NSW achievements
2. Gain feedback on Landcare NSW projects / themes
3. Identify, document and collect issues affecting Landcarers
4. Prioritise areas of importance for the work of Landcare NSW
5. Give feedback to the Muster attendees / Landcarers re the outcome of their input and how this will be taken into account by Landcare NSW

The 2017 Muster was the 7th Muster held and was attended by 250 Landcarers from across New South Wales. Approximately 160 (65%) of participants indicated this was their first Muster, and there were 10 participants who had attended between 5 and 7 Musters. The forum was facilitated by the Landcare NSW team with support from independent facilitator, Jo Eady, Director, RuralScope Pty Limited.

In the lead up to the Muster, groups and networks were provided information and a kit to enable them to host "Mini- Musters" , so as to capture information from their region, which was relayed back to Landcare NSW prior to the Muster, and also allowed for attendees from that group/network, with a way to capture and present information on behalf of their group, rather than from just their own perspective. The information received by Landcare NSW prior to the Muster was factored into the topic areas for Round 2 of the Muster. The Mini Muster Kit is provided as Appendix 6 to the Muster report.

2017 Muster held at Albury 25 October 2017

Overview of Muster

An overview of the conduct of the Muster is as follows;

Session	Purpose	Duration
25 Oct 2017		
Opening address by Landcare NSW Chair (Rob Dulhunty)	Provide an update of activities, initiatives / projects as well as vote of thanks to all Landcarers for their work.	20 mins
You asked – we delivered (Sonia Williams)	Overview of achievements against the "asks" of the 2015 Muster	5 mins
Round 1 - Provide input to the current policy & work of Landcare NSW (Jo Eady)	Provide opportunity for 250 Landcarers to hear context, suggest key issues / actions and to share learnings for each topic.	45 mins
Round 2 – Factors you have told us will help Landcare to succeed by supporting your group. (Jo Eady)	Provide opportunity for 250 Landcarers to suggest key issues / actions and share learnings for each topic.	35 mins
Topic voting – Round 1 and Round 2 topics. (Jo Eady)	Allow participants to nominate their top 3 topics that they wish to see addressed in Round 1 and Round 2 topic lists.	5 mins
Round 3 – New issues / actions identified	Allow participants to suggest new topics / issues / actions and / or give their input to topics on the Rounds 1 + 2 lists by writing on post it notes.	15 mins
Closing address by Landcare NSW Chair (Rob Dulhunty)	Provide initial feedback on today's Muster and offer thanks for participation.	5 mins
27 Oct 2017		
Recap of Initial results (Jo Eady)	To provide feedback, within the time frame of the Muster/Conference, on the initial findings of the Muster sessions	20 mins
Panel Session	Discussion and viewpoints on these findings - (Panel Members: John Hughson, Sonia Williams, Leigh McLaughlin Rob Dulhunty, Deb Tkachenko, Natasha English, Jo Eady)	25 mins

Muster Welcome and Introduction

Attendees were welcomed to the Muster by Rob Dulhunty, Chair Landcare NSW, and were provided with an overview of achievements by Landcare NSW since the last Muster which was held in Orange in 2015. Participants were provided with a booklet – ***"You asked -We delivered***" in which the requests as outlined at the previous Muster were articulated and a brief snapshot of the activities undertaken by Landcare NSW across the previous 2 years against these asks was given. The booklet can be found at http://landcarensw.org.au/news-events/musters/. It is also provided at Appendix 7.

Round 1 Provide input to the current policy & work of Landcare NSW

This session was designed to hear grass roots feedback and gain ideas, on some of the significant or timely pieces of work Landcare NSW currently had underway. This work has been shaped by input from previous Musters and from Councillor input throughout the past two years, and this session provided an opportunity for grassroots Landcarers to gain a deeper understanding of what is being done and why this is important; as well as providing a feedback loop from the grassroots to Landcare NSW on these current undertakings.

There were 10 topic areas, and participants self-selected the topic they wished to participate in. An overview of the topic matter, current situation and the work undertaken to date, was given by Landcare NSW staff and Councillors to each of the groups. Once the background briefing was given, and questions from the group answered, participants worked on round tables in groups of between 3 and 15 to provide input. Each round table had a facilitator and scribe to record the groups input. The instructions to the Topic leaders and the table record sheet is provide at Appendix 5.

Round 2 – Factors you have told us will help Landcare to succeed by supporting your group

This session provided a list of issues from past Musters, this year's Mini Musters and input from throughout the year via Landcare NSW Council. The session was designed to gain input on these topic areas, and ways that these could be addressed/improved.

Participants were introduced to the 25 topics prior to morning tea and then asked to on their return to head to the table topic of most interest to them. The Muster Facilitator guided this process and reallocated tables if required (e.g. removed 1 table with no interest and split a group if the numbers of interested participants was large.)

This session utilised the collective knowledge of the group to hold a discussion and determine key issues and opportunities on the topics chosen.

A facilitator was assigned to the group to ensure the process remained open and that all could contribute; a scribe was appointed from the participants. At the conclusion of the discussion the group was asked to identify three key factors, and then for each of these identify appropriate actions that could address those factors.

Topic Voting - Prioritising the issues

Participants were asked to prioritise the topics from Round 1 and 2, via a voting sheet to assist Landcare NSW understand the issues that participants viewed as most affecting Landcarers. A copy of the voting sheet is supplied in Appendix 5.

Round 3 –Issues / actions identified

This session provided participants with an opportunity to self-express issues and areas that they believed were priorities for Landcare NSW. These could be issues from Rounds 1 or 2, or new topic areas not previously identified.

Participants were asked to write each topic on a separate sheet of sticky note paper – this allowed the facilitators to work on groupings common asks under topic areas. This grouping was done at the conclusion of the Day 1 Muster session, within the conference venue. Participants were invited to view the groupings during the afternoon break.

Niche Topics and Muster Postcards

Whilst the Muster focussed on identifying areas of importance to the support and operation of Landcare, the Muster also provided an avenue for people to identify other topic areas (e.g. soils, biodiversity etc) that they may wish to have a discussion about.

Several small break-out areas were secured for use during break times throughout the conference and those interested in leading a discussion group could post their details – claiming a room and time for that discussion group.

To allow participants to add thoughts, issues etc on the work of Landcare NSW or to propose additional topics to be captured as they arose throughout the conference, Muster "postcards" were placed within conference satchels and throughout the trade display area. Completed postcards could be "mailed" at the Mail box set up in the Conference foyer.

Muster Mailbox

Initial Feedback

To validate the efforts of those who had contributed to the Muster, the Muster Facilitator, supported by Landcare NSW staff, used the conference period to collate and interpret the data, so that initial feedback could be given to the Muster participants on the morning of Day 3 of the Conference.

Initial rankings of priority area, as well as the key themes that were drawn from all the rounds of the Muster were provided, with a panel discussion allowing for questions from the audience to be responded to.

Enablers

The following enablers underpinned the planning and facilitation of the Muster.

Professional facilitation – developed process for gaining most from 3-hour session	Environment conducive to gaining feedback
Time management	Record keeping (via templates)
Landcare NSW Councillors / Facilitators	Clear instructions
You asked / We delivered presentation ready to open Muster	Attendees willing to participate in process

Results of Muster

Round 1- Provide input to the current policy & work of Landcare NSW

Areas of Priority - The 10 topics are listed in order of priority as voted by the 250 Landcarers at the Muster (458 votes in total) regarding the current policy & work of Landcare NSW:

Topic Area	Votes
1. LLCI Beyond 2019 - Landcare Support Program policy position	77
2. Landcare NSW Communication Strategy	59
3. NLP 2	57
4. LLS – Landcare Partnerships and	48
5. Regional Landcare Facilitators	46
6. Landcare NSW	46
7. Landcare NSW Membership	41
8. Landcare NSW Fundraising	36
9. National - LAL / NLN	25
10. Landcare NSW Representation Policy	23

Table 1 – Number of Votes for Current Policy & Work of Landcare NSW

LLCI Beyond 2019 captured almost 20% of the overall vote, clearly indicating this is the area where Landcarers in New South Wales would like Landcare NSW to put time, resources and effort.

A breakdown of the suggested issues / actions and who could be responsible for each topic can be viewed in Appendix 2.

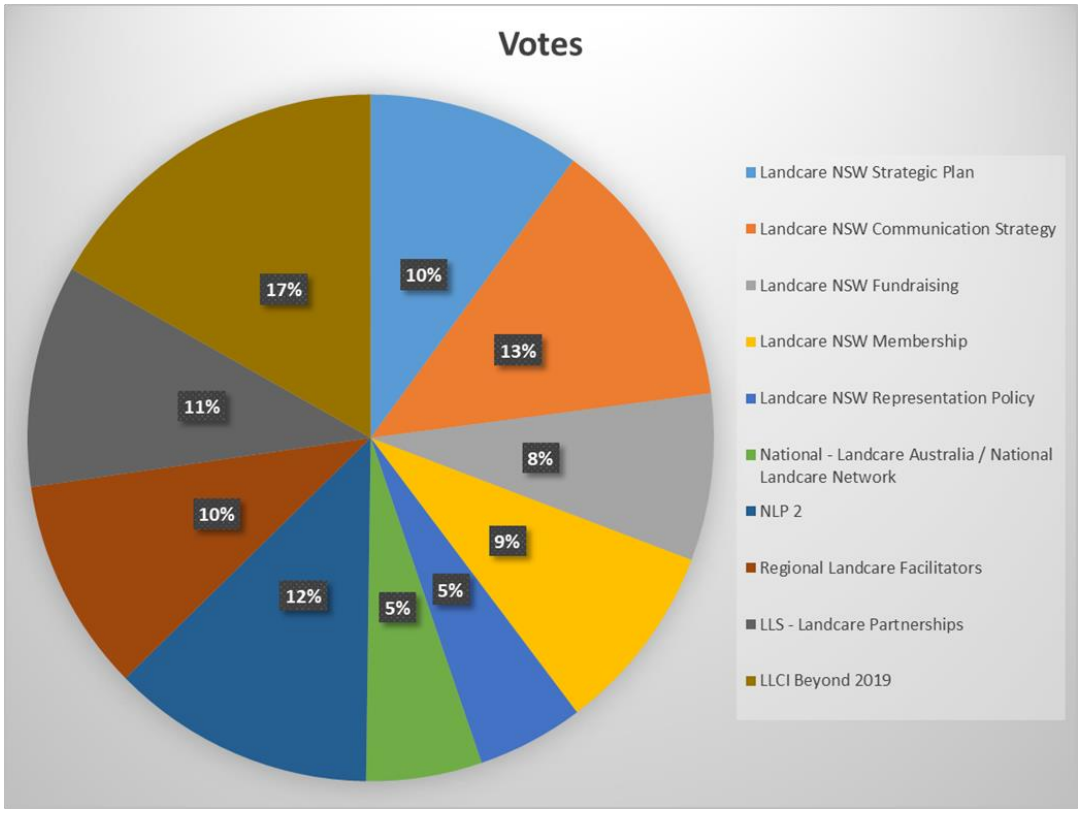

Table 2 – Percentage of Votes for Current Policy & Work of Landcare NSW

Round 2- Factors you have told us will help Landcare to succeed by supporting your group

Areas of Priority - The 4 topics voted as the most important by approx. 250 Landcarers (477 votes in total) regarding factors that will help Landcare to succeed by supporting Landcare groups in order of importance is as follows;

1. Attracting More Volunteers and landholders
2. Communicating the Value of Landcare
3. Increasing Youth Engagement
4. Landcare in Schools – Our Next Generation

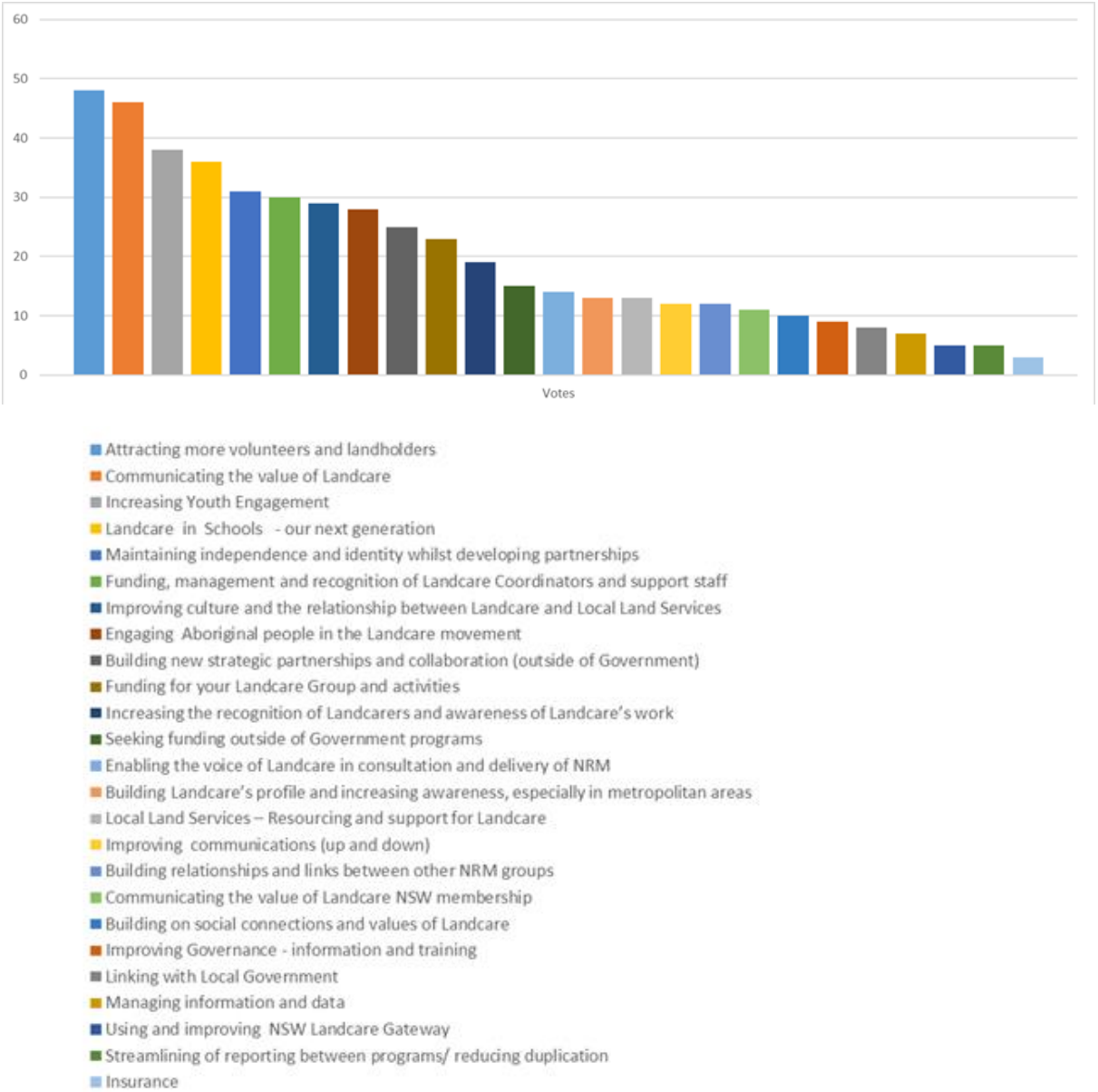

Table 3 –Graph - Votes for Factors that will help Landcare to Succeed by Supporting Landcare Groups

Attracting more volunteers and landholders and communicating the value of Landcare captured 20% of the overall vote, clearly indicating this is the area where Landcarers in New South Wales would like Landcare NSW to put time, resources and effort.

A breakdown of the suggested issues / actions and who could be responsible for each topic can be viewed in Appendix 3.

Topic	Votes
Attracting more volunteers and landholders	48
Communicating the value of Landcare	46
Increasing Youth Engagement	38
Landcare in Schools - our next generation	36
Maintaining independence and identity whilst developing partnerships	31
Funding, management and recognition of Landcare Coordinators and support staff	30
Improving culture and the relationship between Landcare and Local Land Services	29
Engaging Aboriginal people in the Landcare movement	28
Building new strategic partnerships and collaboration (outside of Government)	25
Funding for your Landcare Group and activities	23
Increasing the recognition of Landcarers and awareness of Landcare's work	19
Seeking funding outside of Government programs	15
Enabling the voice of Landcare in consultation and delivery of NRM	14
Building Landcare's profile and increasing awareness, especially in metropolitan areas	13
Local Land Services – Resourcing and support for Landcare	13
Improving communications (up and down)	12
Building relationships and links between other NRM groups	12
Communicating the value of Landcare NSW membership	11
Building on social connections and values of Landcare	10
Improving Governance - information and training	9
Linking with Local Government	8
Managing information and data	7
Using and improving NSW Landcare Gateway	5
Streamlining of reporting between programs/ reducing duplication	5
Insurance	3

Table 4 –Table - Votes for Factors that will help Landcare to Succeed by Supporting Landcare Groups

Participants work on Topic areas for Round 2

Round 3- Issues / Actions Identified by Participants at Muster 2017

Areas of Priority -

The 2 key themes identified by participants when requested for items / areas for Landcare in NSW to work on are;

- Partnerships
- Promotion, Branding and Profiling

These two themes account for 23% or almost a quarter of items (167 items) suggested by participants. Other theme areas suggested can be seen in the graph and table below.

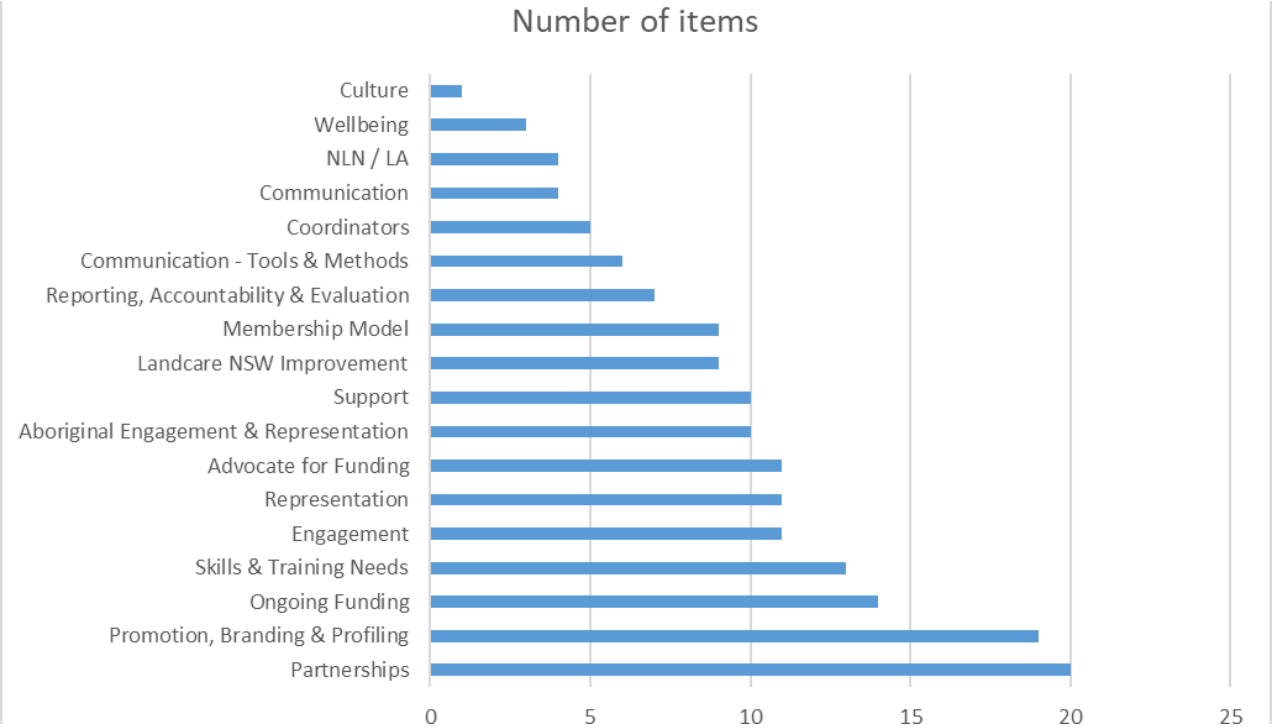

Table 5 –Graph of Themes Identified by Participants at Muster 2017

Themes identified and frequency

Partnerships	20	Membership Model	9
Promotion, Branding & Profiling	19	Landcare NSW Improvement	9
Ongoing Funding	14	Reporting, Accountability & Evaluation	7
Skills & Training Needs	13	Communication - Tools & Methods	6
Engagement	11	Coordinators	5
Representation	11	Landcare NSW Improvement	4
Advocate for Funding	11	NLN / LA	4
Support	10	Wellbeing	3
Aboriginal Engagement & Representation	10	Culture	1

Table 6 Themes Identified by Participants at Muster 2017

An overview of themes / suggested actions can be seen in Appendix 4.

Key Themes of Landcare NSW Muster 2017

A – Identification of General Themes

A general thematic analysis of all the Muster 2017 results reveals the following as **key themes** for Landcare NSW to consider in planning, development and support activities. These are in order of importance, based upon the frequency that these areas were identified in the responses to the three rounds undertaken.

Theme	Details
1. **Communication**	Story telling - social media, podcasts, electronic tools to do work, local links to media, case studies, build on traditional stories, with different demographic groups e.g. youth, children and absentee landholders (Gateway)
2. What is Landcare and how does it work?	Key messages, branding, values, strategic plan, support for coordinators, committees
3. Engaging Aboriginal people	Landcare / LLS, build capacity, social justice, advisory process
4. Working Together	LLS / Landcare – needs a joint effort, resource sharing, admin streamlining
5. Linkages	With local government (membership drive / collaborative projects), agriculture, aboriginal groups, industry bodies, educational institutions, schools, youth, absentee landholders, local 'experts', philanthropists

IN addition to the five key themes above, the following themes were also identified, and are listed in order of importance, based upon the frequency that these areas were identified in the responses to the three rounds undertaken.

Theme	Details
6. **Partnerships**	Models / case studies of working together, funding partnerships, Funding for NLP2, Recognition of different member groups, partnerships beyond LLS, mental health and wellbeing
7. Capacity building / training	Strategic planning, training packages for groups, governance (e.g. treasurer support and coordinator's), support for committees to work together, how to recruit new members, insurance tools / guide, tools and training
8. Funding	To sustain activities, beyond 2019 LCCI, seek sponsors not always funding, partnerships, collaboration especially with funding administration
9. Information sharing	Learnings, stories, resources, models, case studies, templates
10. **Keep it local**	Local links, partnerships, media, information sharing, keep it local, support local, retain local focus
11. Data / evaluation	Project evaluation, membership numbers, know your figures to tell your story be specific with promotions e.g. youth

B – Current policy & work of Landcare NSW

A further analysis revealed the issues / opportunities and recommended actions and, where identified by participants, suggested resources relating to the current policy and work of Landcare NSW. A summary of this analysis is as follows under the general themes and is aligned to strategic focus areas.

THEME 1 – Communication

<table>
<tr><td>Strategic Focus Areas</td><td colspan="2">Representation
Engagement
Partnerships
Membership
Support</td></tr>
<tr><td colspan="2">Issues / Opportunities
Maximise Gateway
Branding and electronic communication tools / support
Public misconception of Landcare
Positive Landcare messages / stories
Local media
Maintain relevant / useful newsletters
Case studies
Develop a region specific app
Better communication / less duplication
LLCI 2019 + beyond</td><td>Actions
Continue to build and invest in Gateway
Conduct Gateway and electronic communications training
Target messaging
Utilise local media / regular segment
Provide up to date newsletters
Develop relevant case studies
Alert all each time something is put onto gateway – region specific
Develop a communication flow from grassroots to management
Get messages out to members in an easy to understand way e.g. overlay maps of threatened species
Sell story of increased scope and diversity i.e. from environmental to agriculture and building communities and mental wellbeing.</td></tr>
<tr><td colspan="3">Suggested Resources
Landcare NSW communication strategy
Gateway
Brand style guide
Podcasts
Electronic tools
Case studies
Gateway Alert app.</td></tr>
</table>

THEME 2 – What is Landcare and how does it work?

Strategic Focus Areas	Capacity Building Governance Support
Issues / Opportunities • Review vision / mission • Urban Landcare needs inclusion • Review values • Strategic goal 2 - Review sustainable agriculture goal • Sharing how Landcare works	**Actions** 1. Put the "why" into vision - compelling 2. Include urban Landcare 3. Ensure values are understood and embedded in plan 4. Include farmer groups, peak bodies / industry groups \ 5. One-page overview / slide of how Landcare works
Suggested Resources • Strategic Plan • One-page overview of how Landcare works • Landcare NSW communication strategy	

THEME 3 – Engaging Aboriginal People

Strategic Focus Areas	Membership Partnerships
Issues / Opportunities • New partnerships	**Actions** 1. Identify and develop partnerships with aboriginal groups
Suggested Resources • Listing of NSW aboriginal groups	

THEME 4 – Working Together

Strategic Focus Areas	Membership Engagement Representation
Issues / Opportunities • Engagement • Acknowledgement of difference • Voices of local Landcarers at national level • Competition with LLS • Communication with LLS • LLS / Landcare roles / responsibilities • LLS / Landcare planning	**Actions** 1. Support Councillors to engage with regional networks / member groups 2. Utilise the diversity of regional issues 3. Ensure representation to Board (LAL /NLN) remains clear as reflected in Merger Plan 4. Use Murray model and show how both organisations can work together in the same space. 5. Keep having hard discussions / keep channels of communication open 6. Define roles / responsibilities so all clear 7. Plan workshop locations resulting in less duplication i.e. field days, expos etc 8. Develop an inventory of skills in LLS and Landcare e.g. drones, plant ID etc 9. Develop a Landcare 'prospectus' to identify skills

• LLS culture	10. Keep communication open with LLS to overcome LLS culture of 'protecting their own' ensuring continued work with communities
Suggested Resources • Landcare skills 'prospectus' • LLS / Landcare roles / responsibilities list • Murray model	

THEME 5 – Linkages

Strategic Focus Areas	Membership Representation
Issues / Opportunities • Local government • Membership	**Actions** 1. Look at Blue Mountains model 2. Work with local government groups to engage in membership of Landcare
Suggested Resources • Blue Mountains model • Membership definitions	

THEME 6 – Partnerships

Strategic Focus Areas	Membership Partnerships
Issues / Opportunities • Membership opportunities – perks • Engage LLS • New partnerships • Identify Landcare groups for NLP2 • Story match • Stakeholder mapping	**Actions** 1. Use local partnerships to secure perks for members 2. Re-establish partnerships with LLS 3. Identify those working well and identify new opportunities for Landcare to fill gaps e.g. NSW farmers, educational institutions, Councils, NSWDPI, aboriginal groups, mines, men's sheds 4.Develop partnerships for NLP2 5. Match your story with another organisation's – mutual benefits 6. Undertake clear stakeholder mapping and include partners beyond LLS
Suggested Resources Stakeholder map	

THEME 7 – Capacity building / training

Strategic Focus Areas	Representation Capacity building / governance
Issues / Opportunities • LAL / NLN merger • Raise awareness of who LAL / NLN are • Skills gap • Critical support for Landcare coordinators	**Actions** 1. Support / adopt merger plan 2. Refresh brand 3. Ensure representative structure remains clear 4. Launch combined group 5. Create effective voice to raise awareness 6. Conduct a capacity growth / skills gap analysis for NLP2 7. Organise training / upskill and PD
Suggested Resources • Representative structure	

THEME 8 – Funding

Strategic Focus Areas	Funding Engagement Support
Issues / Opportunities • Investment • Communities of practise – fundraising • Brand promotion • Opportunities to match up with another organisation's priorities for mutual gain • LLS funding timelines • LLCI 2019 + beyond	**Actions** 1. Match investors to Landcare groups based on values 2. Demonstrate value of investment by telling positive stories 3. Tell the Landcare story highlighting achievements and investment returns 4. Increase awareness of activities /achievements across NSW 5. Maintain a consistent/reliable brand 6. Promote what you are doing to attract funding, partners etc 7. Move LLS / Landcare funding timelines 8. Seek co-funding, in-kind support – LLS, local councils and NLP2
Suggested Resources • Case studies on hand • Factsheets • Brand style guide • Website / social media (up to date)	

THEME 9 – Information sharing

Strategic Focus Areas	Membership Engagement
Issues / Opportunities • Networking / information sharing • Meeting LLS / Landcare	**Actions** 1. Show benefits of sharing information e.g. fire management and recovery. 2. Hone LLS MOU to highlight community achievements 3. Formalise SEL meeting for every 2 months 4. Share skills, experience, events, expos / forums
Suggested Resources • LLS Memorandum of understanding	

THEME 10 – Keep it local

Strategic Focus Areas	Membership Partnerships
Issues / Opportunities • Local models • RLAF – regional context / capacity	**Actions** 1. Identify / highlight successful models and reasons why 2. Seek direction from state level (JMC) for regional discussions around Landcare / community 3. Increase support for regions where slippage could occur 4. Maintain regional perspective
Suggested Resources • Successful models	

THEME 11 – Data – evaluation

Strategic Focus Areas	Membership
Issues / Opportunities • Data protocols • Membership structures • LLS / Landcare feedback • Regional level evaluation • LLCI 2019 + beyond	**Actions** 1. Establish data protocols – capture information to be used to tell true story 2. Capture data for reporting and update without having to capture over and over 3. Validate membership numbers and processes used to establish membership 4. Ensure feedback can occur to be included in agenda and feedback to regional / state 5. Introduce evaluation at a regional level 6. Provide evidence of achievements / building programs / projects into future 7. Grow in efficiencies from year to year
Suggested Resources • Membership definitions • Membership data protocols	

C – Helping Landcare to Succeed by Supporting Groups

A further analysis revealed the issues / opportunities and recommended actions and, where identified, suggested resources for helping Landcare to succeed by supporting groups. A summary of this analysis is as follows under the general themes and is aligned to strategic focus areas.

THEME 1 – Communication

Strategic Focus Areas	Membership Engagement
Issues / Opportunities • Social media • Promote value, best practise and eco responsible • Communicate with children / preschool – school • Youth • Effective story telling • Absentee Landholders • Different demographic groups • City and country cross pollination • Social side of Landcare	**Actions** 1. Establish social media champions 2. Promote ecosystem services to farmers, value of shade / shelter message to consumers 3. Promote messages of Landcare with preschool / school children 4. Establish plan for youth engagement, buy in and attendance 5. Identify if Network has the resources / capacity to engage youth 6. Identify current successful projects and learn from and share learnings 7. Use promotions / logos / branding with youth appeal 8. Continue with social media 9. Create short digital stories 10. Involve in photo taking / video making 11. Develop a series of social media stories / podcasts to build on social connections and values of Landcare 12. Host LLS absentee information session in Sydney 13. Develop online resources for absentee landholders 14. Make contact with absentee landholder via personal connections 15. Create different modes of communication e.g. Facebook for younger / paper based for older 16. Find topics of common interest to demographics, use in promotions 17. Create short punchy videos 18. Promote social side of Landcare and link in with mental health initiatives and benefits of Landcare
Suggested Resources • Key messages for Landcare NSW • Youth engagement plan • Listing of current and successful projects • Social media channels / platforms • Short, digital stories / podcasts /videos • Online resources for absentee landholders	

THEME 2 – What is Landcare and how does it work?

Strategic Focus Areas	Capacity building Governance Representation
Issues / Opportunities • Clear messages from top to bottom re vision, goals etc • Succession • Image / value • Stakeholders • Planning for new strategic partners	**Actions** 1. Purpose the messages, open for discussion e.g.; Unsustainability goals / 'reversing degenerative processes.' 2. Ensure clear messaging from top to bottom 3. Create branded merchandise 4. Establish succession plan for Landcare NSW 5. Identify and build on biodiversity interests across membership 6. Advocate / acknowledge when planning / talking with agencies / politicians 7. Define and include in strategic plan 8. Have project / business plans ready to go
Suggested Resources • Key messages for Landcare NSW • Branded Landcare NSW merchandise • Succession plan for Landcare NSW • Project strategic plans	

THEME 3 – Engaging Aboriginal People

Strategic Focus Areas	Membership Partnerships Representation
Issues / Opportunities • Role of Landcare	**Actions** 1. Establish plan to share role of Landcare and LLS 2. Establish Landcare aboriginal advisory process
Suggested Resources • Landcare NSW aboriginal advisory process	

THEME 4 – Working Together

Strategic Focus Areas	Partnerships Engagement Representation Support
Issues / Opportunities • Connecting 'what we do' to whole community • 'On ground' Landcare and LLS partnership	**Actions** 1. Present to LLS Boardroom 2. Hold annual / combined planning meetings, link in with existing meetings 3. Formalise relationships 4. Include PIP (Partnership Implementation Plan and PIG (Partnership Implementation Group) in work plans

• Culture / relationships between Landcare and LLS • Social connections • Ways of working better together – LLS / Landcare • Shared decision making between staff and groups	5. Formalise relationships (JMC) 6. Recognise importance of maintenance of collaboration 7. Be seen as a positive joint effort 8. Hold innovative forums to share ideas 9. Create twilight walks, talks / podcast interviews with farmers / experts 10. Develop standard operating procedure 11. Welcome LLS to Muster 12. Invite LLS staff to Landcare events 13. Allocate dollars for staff to build relationships / networks – build in capacity building as a recognised funding outcome 14. Seek ways of taking burden of admin away from small projects as admin and reporting is disproportionate to project – learn from others where it is done well 15. Build relationships over projects of interest (not always money)
Suggested Resources • Landcare NSW / LLS JMC • Innovative joint Landcare NSW / LLS forums	

THEME 5 – Linkages

Strategic Focus Areas	Partnerships Representation Engagement
Issues / Opportunities • Inclusion of Landcare and environment in school curriculum • Research (what triggers a 'conservation ethic'). • Planning for linkages with strategic partners • Industry group linkages • Engage with local government re roadside vegetation management	**Actions** 1. Lobby politicians 2. Develop packages that link with curriculum and are easy for school and funding bodies to pick up on e.g. Frog Dreaming 3. Appoint a state Education Officer – coordinate a committee / network for schools 4. Continue local focus on Landcare programs / events for children, afterschool, Scouts, holiday programs etc 5. Establish contacts with UTAS / networks 6. Establish links with research students 7. Establish links with philanthropists 8. Maintain a register of projects 9. Develop/share case studies working well e.g. rice / cotton 10. Brand Landcare as compatible with production 11. Establish collective grants – forge partnerships 12. Get Landcare onto Roadside Environmental Committee – state level 13. Use LLCI funding to garner support from local councils

• Building on the LLCI • Lack of connection between Landcare and councils	14. Showcase successful Landcare / local council relationship at a council forum to show unengaged councils what can be achieved with their support 15. Get to know your local councillors / managers / on ground staff 16. Showcase what Landcare is doing at a Council meeting 17. Know and align Landcare priorities / opportunities with those of Council 18. Brainstorm ways for Landcare and Councils to work together
Suggested Resources • Landcare education kits / packages for schools • Local councils • Philanthropist information / listing • Grants / projects register • Case studies of Landcare and local council links • Landcare and industry case studies	

THEME 6 – Partnerships

Strategic Focus Areas	Partnerships Funding
Issues / Opportunities • Corporate sponsors / partnerships • Partnerships with local experts • Diversity of funding / sponsorship – allow for funding not to be tied to government funding cycles	**Actions** 1. Develop directions / templates / guidance for building corporate partnerships 2. Develop education kits 3. Form partnerships with local 'experts' / develop a database of those who can deliver information in fun and engaging ways 4. Identify sponsors beyond LLS in relation to funding – BCT / LGSs 5. Support networks to identify and approach sponsors
Suggested Resources • Corporate partnership how to guide • Landcare education kits / packages for schools • Database of local 'experts' for information delivery • Potential sponsors listing • Support program to approach potential sponsors	

THEME 7 – Capacity building / training

Strategic Focus Areas	Representation Capacity building / governance
Issues / Opportunities • Incentives for committees • Insurance • Incorporation transition • Support for small groups / networks • Succession planning • Authority to speak / represent Landcare • Maintain profile of Landcare	**Actions** 1. Establish a success plan for committees 2. Support via professional training opportunities and financial allowance 3. Have paid coordinators to support a committee (not be the committee) 4. Establish induction process for committee members and handover with previous committee procedures 5. Single point of contact for insurance questions in Landcare NSW 6. Develop support via checklist, flowchart 7. Case study Southern New England Landcare's transition 8. Develop a '101 Guide' to help interpret insurance / membership information depending on group set up 9. Train up coordinators generally and to know about insurance, incorporated groups etc 10. Facilitate governance workshop for treasurers 11. Develop training package to reinvigorate defunct Landcare groups 12. Establish mechanism for when group governance is dysfunctional 13. Look at using external facilitator to support strategic planning 14. Case study and share Little River Landcare management committee agenda, governance in action and strategic plan 15. Clarify who is authorised to speak at each level 16. Include groups in designing projects and support LLS to understand value of NLP2 funding
Suggested Resources • Committee support program / materials • Succession plan for committees • Insurance / membership Guide 101 • Governance workshops for committees • Little River Landcare case study • Support for those representing / making presentation for /about Landcare NSW	

THEME 8 – Funding

Strategic Focus Areas	Funding Partnerships
Issues / Opportunities • Identify opportunities • Know sources of funding available • Partnerships / collaboration • On cost for Landcare Coordinator Networks • Sponsorships versus endorsements • Funding continuity • Relationships • Base line funding	**Actions** 1. Know strengths, capacity and local issues to seek funds for 2. Appoint an individual to be responsible for this 3. Match funding source to need 4. Develop partnerships and plan projects 5. Secure funding for running networks, resources for on ground works and long-term security of coordinators 6. Increase sponsorships 7. Develop skills to ask for extra funding from sponsors / patrons 8. Seek funding for broader scale i.e. $ for coordinators and seek high level sponsorships to 'create good'. 9. Identify and establish relationships / partnerships that result in financial support 10. Create clarity of purpose, strategy and understand and have clear roles 11. Look for alternative admin sources to support funding applications 12. Use baseline funding to ensure $ are there to seek additional funding
Suggested Resources • Grants, funding, sponsorship listings • Project plans	

THEME 9 – Information sharing

Strategic Focus Areas	Membership Support Engagement
Issues / Opportunities • Connect / communicate 'what we do' to whole community • Case studies • Partnership Meeting Space	**Actions** 1. Connect in with events with schools /education – how to kits. 2. Continue to write up case studies 3. Maximise to share stories / learnings / opportunities 4. Allow Landcare groups involvement in Back to Bourke / Bush Regeneration trip etc
Suggested Resources • Landcare education kits • Landcare case studies	

THEME 10 – Keep it local

Strategic Focus Areas	Membership Support Engagement
Issues / Opportunities • RLF work • New membership via targeted demographic marketing and promotion • Community engagement • Community ownership of youth • Interest groups – urban and rural	**Actions** 1. Keep work broad-based – marry 'sustainable diversity' focus of NLP2 with production. 2. Promote Landcare via education and personal communication 3. Provide coffee partnership with local bakery 4. Target schools, retirees, garden clubs 5. Work with real estate agents to promote Landcare 6. Engage existing groups and leverage off youth networks 7. Show youth value for time and offer free food 8. Establish community-based projects ensuring multiple benefits e.g. social connection and wellbeing and environmental outcomes.
Suggested Resources • Promotional posters • Links of value e.g. local bakery	

THEME 11 – Data – evaluation

Strategic Focus Areas	Membership Capacity Building / Governance
Issues / Opportunities • Membership • Financial reporting and accountability • Standardised consistent outputs definitions	**Actions** 1. Establish definitions for data re membership levels so that membership numbers have meaning 2. Develop standardised systems – tailored Landcare accounting package 3. Develop standardised mapping programs e.g. Google Earth Pro as a baseline for reporting 4. Develop standard definitions for reporting 5. Connect LLCI report cards with Gateway
Suggested Resources • Membership data definitions • Landcare accounting package • Reporting definitions • Landcare report cards	

Reflections of Landcare NSW Muster 2017 – Facilitator Perspective

The reflections are provided by the Muster facilitator Jo Eady of Rural Scope Pty Ltd, for consideration in planning the 2019 Muster.

The Landcare NSW Muster process for engagement, collaboration, information sharing and consultation with members is well established. Approximately 250 Landcarers from across New South Wales attended the 2017 Muster, the most attendees ever. This is likely to signal that;

- Landcarers wish to have their say into the future of Landcare NSW and Landcare across NSW;
- Landcarers see and feel that their input is being valued and acted upon;
- Landcarers are looking for support at individual and group levels;
- The Muster has a well-regarded reputation as being a valuable forum
- The Muster is the flagship forum for Landcarers across NSW
- Landcare NSW walks the talk as a genuine grassroots movement.

Jo Eady, Rural Scope Pty Ltd
Facilitating the 2017 Landcare NSW Muster

Reflective practise conversations occurred following the Landcare NSW Muster 2017. As a result, the following suggestions are made for Muster 2019.

- Revisit the purpose of the Muster and the demographics of the attendees. Check in that the process / topics etc are relevant and will result in valid input, feedback and suggestions for improvement.

- Consider the three levels of input / consultation i.e.
  1. Current Policy & Work of Landcare NSW
  2. Factors you Suggest will Help Landcare to Succeed by Supporting Landcare Groups
  3. New ideas / issues / concerns

  Is this the forum for all these to be discussed? Could it be that the Current Policy and Work of Landcare NSW might be better discussed at a Councillor level forum? Councillors could be supported to gain feedback from across their regions before the forum. This would then leave more time for attendees to discuss topics and raise and discuss new ideas / issues and concerns.

- Allow time to recruit, overview process and provide tips and tools to help 'topic / table facilitators' prepare for the day. In turn this will result in knowledge / skills development.

- Ensure that there are activities to seek quantitative feedback (i.e. the voting) as well as qualitative input / feedback. Establish frameworks / aims of each as well as data sets before Muster.
- Look at ways to open the Muster to showcase some achievements since last Muster in a creative way. A suggestion is to select a number of successful initiatives from groups and provide vignettes of these. Examples could include via video (e.g. frog dreaming), speaker spot, PowerPoint, live performance, live cross to the project in the field etc. Four projects by 4 minutes each would provide high energy and a 'look what's possible' start to the Muster.
- Timing is important – i.e. short time / lots to be achieved. Everyone needs to be aware of this and work together to ensure timing is maintained.
- Maintain independent facilitator to ensure objectivity / independence for Landcare NSW.
- Maintain involvement of Landcare NSW Chair / Councillors in topic discussions.
- Provide a short summary of address by Chair to attendees as well as listing of key achievements since last Muster. The You Asked, We Delivered – summary of achievements against the "asks' of the last Muster is a very detailed / effective document.

For Further Information

Jo Eady

Director / Facilitator

Ruralscope
Innovation Learning Growth

Phone 03 56 822 811 **Mobile** 0419 912 879

Email jo.eady@bigpond.com

Postal 40 Jacksons Road, Foster. Victoria. Australia. 3960

Web www.ruralscope.com.au

Appendices

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4	Round 3 – New Topics / Actions Suggested	Page 51
5	Instructions and Worksheet for Round 1 and 2	Available via a content pack – link page 58
6	Mini Muster package	
7	"You asked – We delivered" booklet	

Appendix 1 – Topics Discussed at Landcare NSW Muster 2017

Round 1

1. Landcare NSW Strategic Plan – ensuring Landcare NSW is able to deliver for Landcarers in NSW
2. Landcare NSW - Communication Strategy - ensuring Landcare communication builds the value and strength of Landcare
3. Landcare NSW Fundraising – what are the opportunities; what are the risks
4. Landcare NSW Membership - ensuring Landcare NSW is representative of all community-based groups including Landcare, Bushcare, Rivercare, Dunecare
5. Landcare NSW Representation Policy - Ensuring the policy positions taken by Landcare NSW are representative of the views of the member groups
6. National - LAL / NLN - The importance of cohesive national leadership and support
7. NLP 2 - What does this mean for Landcarers - Building opportunities, identifying risks
8. RLF –Retaining the value of the Regional Landcare Facilitator's role in strengthening and networking Landcare, whilst meeting NLP2 outcomes
9. Landcare Partnerships – ways in which we can enact the MOU at the regional scale
10. Landcare Support Program policy position - LLCI Beyond 2019 – what support is required and what steps do we need to take now

Round 2

1. Increasing the recognition of Landcarers and awareness of Landcare's work
2. Communicating the value of Landcare
3. Enabling the voice of Landcare in consultation and delivery of NRM
4. Building new strategic partnerships and collaboration (outside of Government)
5. Attracting more volunteers and landholders
6. Engaging Aboriginal people in the Landcare movement
7. Increasing Youth Engagement
8. Improving culture and the relationship between Landcare and Local Land Services
9. Building relationships and links between other NRM groups
10. Building on social connections and values of Landcare
11. Building Landcare's profile and increasing awareness, especially in metropolitan areas
12. Landcare in Schools - our next generation
13. Linking with Local Government
14. Insurance
15. Improving Governance - info and training
16. Managing information and data
17. Using and improving NSW Landcare Gateway
18. Communicating the value of Landcare NSW membership
19. Improving communications (up and down)
20. Funding for your Landcare Group and activities
21. Funding, management and recognition of Landcare Coordinators and support staff
22. Local Land Services – Resourcing and support for Landcare
23. Streamlining of reporting between programs/ reducing duplication
24. Seeking funding outside of Government programs
25. Maintaining independence and identity whilst developing partnerships

Appendix 2 - Round 1 Topics in Detail – re Current Policy & Work of Landcare NSW

Topic 1 - Landcare NSW Strategic Plan

Number of people at table	14
Number of Landcarers at table	14
Number of Landcare groups represented	13

Issues / Opportunities	Suggested Actions	Who is Responsible?
Vision and Values	1. Review values 2. Add a 'caring for country' physical element 3. Add a people value 4. Put the 'why' into the vision i.e. the inspiration for people to do the 'doing'. 5. Sort out vision and mission	LNSW Council/ subcommittee
How Landcare works	1. Develop 1-page explanation of how Landcare works in NRM landscape (Networks, resources, supporting bodies – use slide Sonia)	Landcare NSW
Urban Landcare needs inclusion	1. Include urban Landcare	
Strategic goal 1 - skill training and support. Governance / collaboration with registered training organisation	1. Review strategic goal 1	
Strategic goal 2 – sustainable agriculture	1. Include farmer groups, peak bodies and industry groups. 2. Incorporate sustainable ag and engaging farmers	

Topic 2 - Landcare NSW Communication Strategy

Number of people at table	21
Number of Landcarers at table	21
Number of Landcare groups represented	34 (8 + 26 recorded)

Issues / Opportunities	Suggested Actions	Who is Responsible?
Promotion of Gateway - Calendar - Keep info up to date - Effectiveness - Training / mentoring	1. Facilitate small group training of Gateway using local mentors already capable in the system 2. Integrate calendar and sync with Gateway so no need to enter more than once 3. Invest more into Gateway to encourage higher use as main source of Landcare group information	Not recorded

Branding - Signage - Style guide - Tagging - Consistency - Training - Profile framing	1. Provide a style guide and basic tools to ensure consistent branding across all Landcare in NSW – tools, products and actions.	Not recorded
Electronic communication training - Email - Social media - Relationships with news organisations - Basic / build confidence	1. Provide basic communication guide for all groups- minimum to do to make email and Facebook communications work well and be consistent and interesting. 2. Ensure Cyber safety	Not recorded
Public misconception / lack of understanding of Landcare (e.g. voluntary movement, what it does, who it affects, who for etc.	1. Put 6 min LNSW video on TV or beginning of movies at theatre 2. Survey general public about what is Landcare then target how to tell yours story. 3. Use advertising – kids / billboards etc.	LNSW
Presence and consistency of the Landcare message / local message in various media and various audiences. Local s very important.	1. Increase ministerial involvement at Landcare events / bring media 2. Get Landcare into schools 3. XXX local champions 4. Have continuous 'conversations.'	
Sharing the positive good news stories Think radio as there is a community radio in every town	1. Increase involvement with local radio 2. Seek a regular segment on local radio.	

Topic 3 a - Landcare NSW Fundraising – State

Number of people at table	13
Number of Landcarers at table	13
Number of Landcare groups represented	12

Issues / Opportunities	**Suggested Actions**	**Who is Responsible?**
Communities of Practise - Fundraising	1. Support Gateway, Factsheets and FB Loop	Landcare NSW to collate information
Challenge of matching organisation values Awareness of values issue for some networks	1. Match investment / investors to Landcare groups with similar values	All Landcare NSW
Brand promotion – tell the story about what the	1. Tell our story	All

investment has delivered demonstrating the value of Landcare.	2. Increase public awareness of the activities and achievements of Landcare across NSW	Landcare NSW to do more broad scale promotion

Topic 3b - Landcare NSW Fundraising – Regional

Number of people at table	13
Number of Landcarers at table	13
Number of Landcare groups represented	12

Issues / Opportunities	Suggested Actions	Who is Responsible?
Branding - local media maintain your story – keep it positive.	1. Maintain a consistent, reliable brand. 2. Keep articles of case studies on hand to promote what you are doing. 3. Use local media (radio / paper). Make it part of your event procedures. 4. Keep website and social media up to date / relevant	Regional Local
Opportunities to match your story with another organisations priorities to achieve outcomes mutually beneficial.	1. Story match – know your market / know your partner, look at their priority areas and work to achieve mutual benefits. 2. Report back! Show sponsor what they have enabled from their investment. .	Regional Local
Membership opportunities – perks / value for money	1. Use local partnerships to secure perks for members, maintain relevant, useful newsletters providing useful information to members	Local

Topic 4 - Landcare NSW Membership

Number of people at table	19
Number of Landcarers at table	19
Number of Landcare groups represented	

Issues / Opportunities	Suggested Actions	Who is Responsible?
A communal way of capturing information from groups and volunteers that can be used by different members – data protocols	1. Disseminate information from Landcare NSW (E-news / website)	Landcare NSW Elected committee
Recognition of different member groups, like Rangecare and how Bushcare operates. Landcare groups	1. Establish data protocols – organised way pf capturing Landcare data without having to report over and over	Landcare NSW

have evolved and continue to.	2. Develop an App so that every time something is put on the Gateway it alerts those in region 3. Acknowledge specific groups like Rangecare / Bushcare and how they operate.	
Linkages with local government	1. Work with local government groups to engage in membership of Landcare. 2. Look at Blue Mountains model with collaboration between community and local government with support from LLS	Not recorded
Clarifying the key message and benefits of Landcare membership and the Landcare brand	1. Continue to develop and promote tools and templates for Landcare and other groups	Landcare NSW
Enabling people / groups to relate to Landcare e.g. Bushcare feeling Landcare is ag focussed.	1. Highlight the benefits of networking and sharing information between Bushcare and Landcare e.g. fire management and recovery.	Not recorded

Topic 5 - Landcare NSW Representation Policy

Number of people at table	11
Number of Landcarers at table	9
Number of Landcare groups represented	45

Issues / Opportunities	**Suggested Actions**	**Who is Responsible?**
Understanding membership / membership structure	1. Validate membership numbers and processes member groups use to establish their membership	Networks Councillors Groups / Landcarers need to engage Coordinators and Facilitators
Engagement	1. Support Councillors to engage with regional networks and member groups to establish ongoing engagement	Councillors LNSW Networks Groups
Acknowledgement of differences / utilising these points to influence decision making	1. Embrace and utilise the diversity of different region's issues (it isn't one solution across the broadsheet)	Members Councillors LNSW

Topic 6 - National – LAL / NLN …

The Importance of Cohesive National Leadership and Support

Number of people at table	10
Number of Landcarers at table	10
Number of Landcare groups represented	10

Issues / Opportunities	Suggested Actions	Who is Responsible?
Consensus that the LAL / NLN merger should happen and a unified voice to government is very important. We support the merger committee and merger plan.	1. Adopt merger plan 2. Progress the merger to completion in accordance with the merger plan 3. Local Landcare reps endorse the merger	Merger committee NSW Members Council PEP
Limited awareness of who LAL and NLN are and what they do…. Within Landcare itself as well as wider community	1. Have 1 effective voice and can then go out and raise awareness of the NLN (need to do this among Landcare staff too) 2. Refresh brand once merger complete 3. Ensure representative structure remains clear 4. Launch new combined group	Members council
Importance of getting the structure right ensuring 'representative' structures the voices of local Landcarers can be heard at a national level.	1. Keep the brand – keep the DGR 2. Ensure representation to the Board remains a priority (as reflected in the Merger Plan) so voices of local Landcarers can be heard at a national level.	Committee

Topic 7 - NLP2 – What Does this Mean for Landcarers - Building Opportunities, Identifying Risks

Number of people at table	16
Number of Landcarers at table	15
Number of Landcare groups represented	12

Issues / Opportunities	Suggested Actions	Who is Responsible?
Partnerships – increased opportunities also potential risk Engage LLS	1. Re-establish partnerships = good networking 2. Review priorities of NLPs e.g. skewed to sustainable ag etc. ad some regions don't have these. 3. Identify what partnerships are working well and new opportunities for Landcare to fill gaps and act as a catalyst 4. Identify Landcare groups that have key interests in NLP2 funding.	All parties Landcare Groups LLCI

Better communication – less duplication / more streamlined	1. Develop a framework of understanding 2. Develop communication flow from grassroots to management 3. Get messages out to members in an easy to understand way, e.g. overlay maps of threatened species etc	LLCI
Capacity Building / Skills Gap	1. Conduct a capacity growth / skills gaps analysis	All parties
Identify groups / parties	1. Undertake clear stakeholder mapping and include partners beyond LLS	All parties
Existing relationships	1. Enhance existing, re-define when necessary and keep regional perspective	All parties

Topic 8 - RLF – Retaining Value of Role Whilst Meeting NLP2 Outcomes

Number of people at table	20
Number of Landcarers at table	15
Number of Landcare groups represented	9

Issues / Opportunities	**Suggested Actions**	**Who is Responsible?**
Enable regional Landcare influence into where the RLAF is hosted with respect for regional context and regional capacity. Don't want the positions homogenised.	1. Identify / highlight successful models and reasons why. 2. Seek direction from state level (JMC) to regions for discussions around RALF decision with regional Landcare and community 3. Increase support from Landcare NSW and Chris MuCulloch for regions where slippage could occur.	JMC
Risk of losing other elements of Landcare	1. Advocate that sustainable ag includes biodiversity. 2. Provide strategic and continued support for general NRM activities.	
Concern about losing independence.		
Critical support for Landcare coordinators	1. Organise training – upskill and PD	Landcare NSW to pass onto Feds for input into NLP2 tender guidelines.
Concern new deliverables too much to do!	1. Approach 'lead' tenderer and ensure RALF role within tender approach / bid is 'open' enough to cover off on all.	Landcare rep Individuals
Stay strategic rather than on ground – don't supplicate agronomists!	1. See above	RLFs too- put input into their own future role

Topic 9 - LLS – Landcare Partnerships

Ways in which we can enact the MOU at the regional level

Number of people at table	29
Number of Landcarers at table	18
Number of Landcare groups represented	20

Issues / Opportunities	Suggested Actions	Who is Responsible?
Communication – keep having the hard discussions, open channels of communication and define roles and responsibilities	1. Establish mechanism to capture grassroots of Landcare and ensure honest and open communication at every opportunity.	Regional
Competition – Seems to be a competition between 2 organisations with opportunities to partner going forward.	1. Discuss and implement Murray model as an example that works between the 2 organisations and show how they can work together in the same space	Regional State
Inputs / presets – fragmented approach, directive from government where grass roots are not considered in priorities	1. Move timelines to be in line with funding cycle 2. Need to ensure feedback can occur to be included in agenda and feedback to regional / state scale	Regional State
Sharing expertise, skills and co-advertise workshops	1. Make opportunities for preplanning resulting in less duplication of workshop locations 2. Develop an inventory of skills in LLS and Landcare e.g. drones, plant ID etc. 3. Develop a Landcare 'prospectus' to ID Landcare skills	LLS State Net
Meeting with LLS / Landcare and Others to Share	1. Formalise SEL meeting for every few months 2. Share skills, experience and events etc. 3. Hold expos / forums that introduce new partnerships and expertise	Local District Regional
Develop other partnerships MOU- NSW Farmers, Educational institutions, Councils, DPI, industry groups, aboriginal groups, mines, Men's sheds	1. Reinforce new partnerships 2. Identify groups to form partnerships with 3. Develop and jointly run field days etc. 4. Invite Landcare representatives to speak at other organisational field days	Not recorded

Communication between individual LLS regions and networks at regional levels	1. Overcome the LLS culture of 'protecting their own' when new funding etc and not working with community	Not recorded
Share the learnings. Evaluation	1. Hone the MOU to reflect the things that are working well and to reflect individual communities 2. Introduce evaluation at a regional level	Not recorded
Opportunities for other organisations to join the MOU e.g. Local Government	1. Expand MOU to include other organisations	Not recorded

Topic 10 - Landcare Support Program Policy / Position – LLCI Beyond 2019

Number of people at table	Not recorded
Number of Landcarers at table	Not recorded
Number of Landcare groups represented	Not recorded

Issues / Opportunities	**Suggested Actions**	**Who is Responsible?**
Partnership opportunities and multiplier effect	1. Seek co-funding and in-kind support – LLS, Local Council's and NLP2	
Need to sell story of increased scope and diversity of what Landcare is and will be into the future – locally, regionally, state and national.	1. Increase scope and diversity re where we have come from – environmental + ag! But building communities and MH.	
Takes years to build credibility – keep it strong. Resources wasted with turnover programs leading to community burnout.	1. Provide evidence of what's been achieved and how its building programs / projects into the future. 2. Continue to grow in efficiency from year to year.	

Appendix 3 - Round 2 Topics in Detail – re Factors You Suggest Will Help Landcare to Succeed

Topic 1 - Increasing the Recognition of Landcarers and Awareness of Landcarers Work

Number of people at table	10
Number of Landcarers at table	10
Number of Landcare groups represented	10

Issues / Opportunities	Suggested Actions	Who is Responsible?
Connecting what we do to whole community (social connections, education, urban community)	1. Connect in with events that are running with schools / education – how to kits. 2. Present to the LLS Boardroom activities	Landcare coordinators / politicians
Clear messages from top to bottom re vision, goals etc.	1. Ensure clear messaging from top to bottom while maintaining autonomy	All
Communication tools	1. Share stories 2. Establish social media champions 3. Create branded merchandise	Social media champions

Topic 2 - Communicating the Value of Landcare

Number of people at table	9
Number of Landcarers at table	8
Number of Landcare groups represented	15

Issues / Opportunities	Suggested Actions	Who is Responsible?
Clear simple messages	1. Purpose the messages and open for discussion e.g. Unsustainability goals 2. Simple message to communicate e.g. “reversing degenerative processes”	Start with Landcare NSW, send out to comment to regions
$ value, Best Practice and Eco Responsible	1. Ecosystems services promoted to farmers 2. Value of shade / shelter message to consumers 3. Research students 4. Work with local agronomists	Agronomists Local Landcare State Landcare
Family / Community	1. Promote Landcare to school children / preschool 2. Succession / longevity 3. Lobby politicians to ensure inclusion of Landcare and environment in curriculum	

Topic 3 – Enabling the Voice of Landcare in Consultation and Delivery of NRM

Number of people at table	2
Number of Landcarers at table	2
Number of Landcare groups represented	2

Issues / Opportunities	Suggested Actions	Who is Responsible?
Research – what triggers a "conservation ethic".	1. Establish contacts with UTAS and get involved	State Facilitators UTAS contacts and appropriate networks
RLFs marry "sustainable diversity "focus of NLP2 with production.	1. Keep RLF work broad-based	RLF or RAF with local Landcare knowledge and involvement
Image / Value – Conservation and Biodiversity projects / initiatives across landscapes, peri-urban and production is mutually beneficial	1. Identify who / what groups have conservation and biodiversity interests in their membership 2. Advocate / acknowledge when planning / talking to agencies / politicians	State Parliamentary friends of Landcare

Topic 4 – Building New Strategic Partners – Not Government

Number of people at table	9
Number of Landcarers at table	9
Number of Landcare groups represented	9

Issues / Opportunities	Suggested Actions	Who is Responsible?
Sharing stories	1. Write up case studies 2. Maximise LNSW Partnership Meeting Space – to share stories / learnings / opportunities	LNSW Communications
Coordination of activities	1. Include in strategic planning knowing your stakeholders 2. Have project plans and business plans ready to go	Committee Boards
Plan	1. Register of projects – philanthropic groups 2. Establish links with philanthropists	LNSW

Topic 5 – Attracting Volunteers and Landholders

Number of people at table	11
Number of Landcarers at table	11
Number of Landcare groups represented	10

Issues / Opportunities	Suggested Actions	Who is Responsible?
Getting new members via promotion and marketing – tailor activities to the demographic	1. Promote Landcare via education and personal communication	Locals who know the community LLS Local councils Rural Fire Service
Incentives for Committees	1. Establish a success plan for committees 2. Support via professional training opps and financial allowance 3. Have paid coordinators to support committee (not be the committee) 4. Handover with previous committee' 5. Establish induction process	Not recorded
Engaging with others in community	1. Target schools / retirees / garden clubs 2. Provide coffee partnership with local bakery 3. Work with real estate agents – promotional posters for Landcare	Registered training opportunities Communities

Topic 6 – Engaging Aboriginal People in the Landcare Movement

Number of people at table	20
Number of Landcarers at table	20
Number of Landcare groups represented	10

Issues / Opportunities	Suggested Actions	Who is Responsible?
Understanding of what Landcare is and what it does Representation on Landcare Council Landcare coordinators connect to local Aboriginal committees LLS advisory process – cultural issues ARAG role	1. Establish Landcare Aboriginal Advisory Process	Landcare

Recognise diversity of groups – those that have their own identity LLS Reconciliation Action Plan Understand difference between Landcare and LLS Talk direct to community i.e. LALC Link to other programs i.e. Work for the Dole Involvement of young people and connection with elders – young people can learn Culture, people, land and water Role of knowledge and power Soil health = country health Role of cultural practice – i.e. firestick – priority of funding Local groups connecting directly with LLS and may link with Landcare Aboriginal on ground Landcarers – last to be consulted Social justice Aboriginal caring for country program – state or federal		

Topic 7 – Increasing Youth Engagement

Number of people at table	7
Number of Landcarers at table	1
Number of Landcare groups represented	5

Issues / Opportunities	Suggested Actions	Who is Responsible?
Engagement, buy in and attendance	1. Ask the question – does our network have the resources / capacity to engage youth? 2. Identify current successful projects / groups and learn from these 3. Look at using promo / logos appealing to youth 4. Tell a good story	Not recorded
Creating Community / Ownerships	1. Engage existing groups 2. Leverage off engaged youth networks 3. Show value for time 4. Offer free food	Not recorded
Communication / Story telling	1. Continue with social media 2. Branding 3. Create short digital stories 4. Getting everyone on board for photo taking / video making	Not recorded

Topic 8 – Improving Culture and Relationships Between Landcare and LLS

Number of people at table	9
Number of Landcarers at table	2
Number of Landcare groups represented	18

Issues / Opportunities	Suggested Actions	Who is Responsible?
Aim for "on ground" action of a good partnership e.g. combined planning meetings	1. Hold annual planning meetings with LLS and Landcare 2. Hold 2 – 3 more meetings later in year 3. Link in with existing meetings	RLF LLS LLCI
Include in Work Plan – PIG and PIP	1. Formalise relationship in workplace – regional 2. Hold PIG meetings x 4 a year 3. Highlight partnership implementation plan in Workplan	LLS managers LLCIs – cords and committee
Include in Workplan at higher levels	1. Formalise relationship – state 2. JMC??? 3. Recognise importance of maintenance of collaboration.	JMC LLS Board Regional / GMS and Regional Landcare Networks

Topic 9 – Building Relationships and Linkages Between Other NRM Groups

Number of people at table	8
Number of Landcarers at table	6
Number of Landcare groups represented	4

Issues / Opportunities	Suggested Actions	Who is Responsible?
Corporate sponsors / partnerships – will assist in filling gaps in biodiversity resulting from NLP ag focus	1. Develop directions / templates / guidance for building corporate partnerships 2. Develop education kits	Not recorded
Increasing engagement of Landcare in roadside vegetation management and with local government	1. Get Landcare onto Roadside Environment Committee- state level 2. Create mechanism for communications back to local level e.g. newsletter	SLF / SLC
Industry group linkages	1. Develop and share case studies of scenarios that are existing and working well e.g. rice and cotton 2. Brand Landcare as compatible with production 3. Establish collective grants – forge partnerships	Not recorded

Topic 10 – Building on Social Connections and Values of Landcare

Number of people at table	3
Number of Landcarers at table	3
Number of Landcare groups represented	3

Issues / Opportunities	Suggested Actions	Who is Responsible?
Interest groups – urban and rural	1. Establish community-based projects ensuring multiple benefits – social wellbeing, physical activity and environmental outcomes	Facilitators supported with social intelligence
Social connections key to collaboration on community projects	1. Hold innovative forums to share ideas 2. Get away from traditional plantings / reveg projects e.g. twilight walks / talks, podcast interviews with farmers / experts	Facilitators – region and state
Effective story telling through social media- video and podcast	1. Develop a series of social media stories / podcasts	Community Partnerships State

Topic 11 – Building Landcare's Profile especially in Metropolitan Areas

Number of people at table	7
Number of Landcarers at table	7
Number of Landcare groups represented	5

Issues / Opportunities	Suggested Actions	Who is Responsible?
Absentees	1. Host LLS absentee information session in Sydney 2. Make contact with absentee landholders via personal connections – notify them of local Landcarers 3. Develop online resources for absentee landholder	Not recorded
Focus on a different demographic	1. Create different media for different population groups e.g. Facebook for younger / paper based for older 2. Find topics of common interest to this demographic and use through promotions 3. Focus on success stories and not negatives e.g. national roads	Not recorded
City and country cross pollination Brand manager Country food providers sell at local markets and potentially Sydney food market	1. Create short punchy videos 2. Allow Landcare groups involvement in things such as Back to Bourke / Bush Regeneration trips etc.	Not recorded

Topic 12 Landcare in Schools

Number of people at table	10
Number of Landcarers at table	10
Number of Landcare groups represented	10

Issues / Opportunities	Suggested Actions	Who is Responsible?
Engaging kids in Landcare and fostering from young age. Begin at youngest of age preschool, scouts etc	1. Continue with focus on Landcare programs / event etc. for children 2. Develop and deliver fun, engaging and informative information. 3. Consider implementing Landcare activities through other children's groups etc. scouts / holiday programs etc	National State Local
Develop "packages" that link in with the school's curriculum that are attractive	1. Develop a proposal to take to Dept of Edn using successful case studies such as Frog Dreaming.	Landcare NSW People who have been involved in the

and easy for school and funding bodies to pick up on. Have ongoing programs rather than one off events	2. Communicate with Landcare about resources that already exist 3. Share case studies at events inc Muster / Conference 4. Landcare NSW to consult with Dept of Edn re how to develop these concepts 5. Appoint a state Education Coordinator to push these initiatives and coordinate a committee / network for a school's program	projects to help sell the case
Partnerships with local experts to deliver programs in a fun and engaging way are important, rather than relying on school teacher who may not have the knowledge	1. Form partnership with 'experts' who can deliver in fun and engaging ways 2. Consider a database of trusted presenters	Local but potentially driven from higher levels State

Topic 13 - Linking with Local Government

Number of people at table	6
Number of Landcarers at table	6
Number of Landcare groups represented	5

Issues / Opportunities	**Suggested Actions**	**Who is Responsible?**
Building on the LLCI	Building on the LLCI two levels: 1. Local (using the LLCI funding to garner support from local councils) 2. NSW (showcase successful council / Landcare local relationships at a Council forum to show unengaged councils what can be achieved with their support)	Multi-level responsibilities – local & state
Lack of connection between Landcare and Council	1. Get to know your local Councillors, managers and on-ground staff 2. Offer to showcase what Landcare are doing at a Council meeting to encourage their attendance at Landcare meetings	Council + Landcare (local)
Aligning Council priorities with Landcare opportunities	1. Know your Council's priorities 2. Brainstorm ways that Landcare can work in these priority areas	Local

Topic 14 - Insurance (and some membership)

Number of people at table	5
Number of Landcarers at table	5
Number of Landcare groups represented	10-12

Issues / Opportunities	Suggested Actions	Who is Responsible?
Insurance communications are not always getting picked up by the key person(s) in the organisation	1. A 101 guide	
Progressing to getting more / better information out about structure / governance. How can you transition from a bunch / network of Landcare groups to being individual members of a network with Incorporated status?	1. Checklist for when your organisation is transitioning from one state of being to another or flow chart 2. Case study on Southern New England Landcare's transition	Landcare NSW Southern New England Landcare
"101 Guide" on how to exist if you are 1. Small incorporated group 2. Network of groups 3. Etc Terms of reference	1. A 101 guide to help interpret insurance / membership depending on your group set up 2. Skill up the Landcare Coordinators to know this e.g. workshop for Treasurers	Landcare NSW Member Services

Topic 15 Improving governance – information & training

Number of people at table	4
Number of Landcarers at table	4
Number of Landcare groups represented	4

Issues / Opportunities	Suggested Actions	Who is Responsible?
Succession Planning	1. Little River Landcare to share Management Committee agenda, Governance in Action and Strategic Plan	Little River
Self-sufficient groups	1. Upskilling Landcare Coordinators in governance in less formal groups 2. Specific training package to support reinvigorating of defunct Landcare groups	Landcare NSW
What is the mechanism we can invoke when governance is dysfunctional?	1. Look at potential for an external facilitator to support Strategic Planning	Landcare NSW

Topic 16 Managing Information and Data

Number of people at table	4
Number of Landcarers at table	2
Number of Landcare groups represented	24

Issues / Opportunities	Suggested Actions	Who is Responsible?
Membership definitions	1. Establish definitions for data re membership levels so that the membership numbers have some meaning	Landcare NSW
Financial reporting and accountability	1. Develop standardised systems – tailored Landcare Accounting Package 2. Develop standardised mapping programs e.g. Google Earth Pro as a baseline for reporting	Landcare NSW Training and instructions via Gateway
Standardising consistent outputs definitions	1. Develop standard definitions for reporting 2. Connect LLCI report cards with Gateway	Landcare NSW

Topic 19- Improving Communications – Up and Down

Number of people at table	6
Number of Landcarers at table	6
Number of Landcare groups represented	86

Issues / Opportunities	Suggested Actions	Who is Responsible?
Different coms strategies for demographics. Use video, photos, social media plus traditional methods	1. Develop communication strategies	All
Landcare is people care. Link in with mental health initiatives and benefits of Landcare. Promote social side of Landcare.	1. Promote and link mental health/social side	State and local
Clarification around who is authorised to speak at each level.	1. Develop protocol for authority to represent Landcare	All, but reliant on state (?) to provide guidance.

Topic 20 - Funding for your Landcare Group Activities

Number of people at table	5
Number of Landcarers at table	5
Number of Landcare groups represented	40

Issues / Opportunities	Suggested Actions	Who is Responsible?
Knowing / identifying strengths and capacity and local issues of groups	1. Identify strengths/capacity/local issues	Dependent on area and who has the capacity -group member -Landcare coordinator -RALF & then communicate to everyone
Knowing sources of funding available and what matches your group and having an individual to be on top of that (Landcare coordinator)	1. Identify sources of funding/match to group/individual to drive	As above
Partnerships/collaboration. Building /improving good project planning and project management skills	1. Establish partnership/collaboration/planning and management	As above

Topic 21 - Funding management and recognition of Landcare Coordinators & Staff

Number of people at table	4 (temporary visitor)
Number of Landcarers at table	3
Number of Landcare groups represented	3

Issues / Opportunities	Suggested Actions	Who is Responsible?
Funding Needs to continue Partnerships with other groups?	1. Identify local, regional and state sources 2. Build relationship with LLS	Landcare NSW / lobby govt. LLS Local groups/networks
Management Continue the training/more training for coordinators	1. Facilitate training for groups 2. Communicate with groups – coordinator, keep it open and honest	Regional LLS network Local/regional groups RLF
Recognition Keep up the profile of Landcare	1. Support LLS to recognise value of Landcare 2. Seek NLP2 funding – opportunity 3. Don't leave out the groups in designing projects	LLS All levels of Landcare NSW Landcare

Topic - 22 - LLS – resourcing and support for Landcare

Number of people at table	9
Number of Landcarers at table	9
Number of Landcare groups represented	8

Issues / Opportunities	Suggested Actions	Who is Responsible?
LLS & Landcare groups working well in lots of areas LLS taking burden of admin, mapping and MERIT out of smaller projects	1. Review admin/reporting as disproportionate to the project. 2. Identify Where are the synergies that we can reduce this burden. It is done ok in some areas; how can we learn from others.	
LLS are welcome and present here at the Muster Where can we work better together for synergies/partnerships	1. Develop standard operating procedure – simplify and streamline	
On costs for running Landcare Coordinator networks. Long term security for coordinators Coordinators want resources to do the on-ground works	1. Review on costs - training costs aren't at LLS. 2. Invite Landcare staff if it would benefit the coordinator as well. 3. Use LLS stuff at Landcare events – building networks and trust. 4. Gain dollars for capacity building as a recognised outcome – this is about allowing time for staff to build relationships/networks not normal "capacity building"	

Topic 24 - Seeking Funding Outside of Government Programs

Number of people at table	2
Number of Landcarers at table	2
Number of Landcare groups represented	2

Issues / Opportunities	Suggested Actions	Who is Responsible?
Sponsorships rather than endorsement	1. Look at sponsorships rather than endorsements	Not recorded
Continuity of base funding	1. Seek high level sponsorships and funding to 'create good' 2. Seek funding for broader scale i.e. $ for coordinators	Landcare NSW
Weigh up applying for funding and process – is it worth it?	1. Use baseline funding to ensure $ are there to seek additional funding 2. Look to use alternate admin sources with funding applications e.g. Lake Macquarie took pressure off local	Local scale

	groups and recognise that some groups have that capacity anyway	
Create good relationships / partnerships based on value	1. Identify and establish relationships / partnerships that result in financial support	Local scale

Topic 25 Maintaining Independence and Identity whilst Developing Partnerships

Number of people at table	6
Number of Landcarers at table	4
Number of Landcare groups represented	5

Issues / Opportunities	**Suggested Actions**	**Who is Responsible?**
Resources – diversity of resources / funding Ability to have futures not tied to govt funding cycle Integrity of funding provider / sponsor	1. Identify sponsors beyond LLS in relation to funding – BCT / LGAs 2. Support to networks to identify and approach sponsors	District committees Regional Network oversight
Clarity – of purpose, strategy and understand and have clear roles Enable Landcare and LLS to be seen as a joint effort as can be +ve and – ve depending on the relationships	1. Create / have resources to continue activities / coordination 2. Develop skills to ask for extra funding from sponsors / patrons 3. Develop clarity around Landcare as a good organisation / good governance	District and regional networks Support from Landcare NSW
Relationships – shared decision making – between staff and groups, between diverse partners and groups	1. Build over projects (not money) and getting the outcome 2. Get people together to work on something 3. Build relationships with other similar roles and groups – all work together / build friendships	Each group to build local relationships LNSW – offer skills to approach partners and build relationships for common purpose.

Appendix 4 - Round 3 –Key Topics / Actions Suggested

A summary of key issues / actions suggested by participants and grouped under topic areas is as follows;

Topic 1: NLN – LA

Issue / Opportunity	Action
Grass roots Landcare don't understand the need for a unified voice at the National Level. Merger required between NLN and LAL. Landcare NSW to advocate for both bodies to combine resources for the support of the grassroots. LAL and NLN are outside the Landcare fold. National voice needs to be inclusive.	1. LAL needs to be incorporated into Landcare

Topic 2: Image

Issue / Opportunity	Action
The image of Landcare - perception of greenies particularly in the west.	1. A media strategy to change this perception. **2.** Improve media profile, Facebook page at local level/build population wide eco-literacy.

Topic 3: Membership

Issue / Opportunity	Action
Landcare NSW needs a clear structure of membership – one that is understandable (Note to Jo: a factsheet does exist called 'Membership Status for Landcare Groups') Member apathy Small groups losing independence and their image because they are coming under network for insurance purposes	1. Value statement that articulates resilience **2.** Reduce, eliminate fees for small groups with a bank balance of less than $1000.

Topic 4: Strengthening Landcare Brand

Issue / Opportunity	Action
Landcare needs a new narrative in NSW including increasing scope and diversity of Landcare.	1. Utilise main-stream media to promote this diversity. 2. Build consistency in the brand and message/provide message guidance at all levels so that the messages are connected/make greater use of art, music, theatre and performance. Diversify the modes of communication. 3. Landcare NSW website to feature successful case studies, providing inspiration for other groups. 4. Strengthen Landcare and local council partnership 5. Put Landcare ads back on TV. 6. Develop communication strategies that focus on all (inclusiveness) helping encourage people to join in who might not have the skills or confidence. 7. Promote Landcare as a volunteer organization, promoting biodiversity and sustainability over land and water. 8. Promote National and or State advertising that recognizes Landcare's diversity. 9. Create new image of Landcare - Rebranding Landcare. 10. Create 30 second video explaining that Landcare is about sustainable ag not just planting trees. 11. Explore what Landcare is, explore through radio/universities.

Topic 5: Landcare NSW

Issue / Opportunity	Action
Landcare NSW should be ensuring all reporting is in on time to demonstrate to funding bodies our ability to achieve. Strategy / operational Relevance of Landcare in some areas	**1.** LNWS to prioritize and reduce their basic responsibilities so that these are not only achieved but done well. 2. Landcare NSW to commit to strategic plan whilst responding to member needs. 3. Landcare NSW to communicate and convey their plan and commitments to all members for acceptance. 4. Need to improve coordination and strategic planning from a State level filtering down through groups, staff, LLC and RLFs. 5. Recognise that large areas of NSW will NOT engage with Landcare.

Inactive groups Too many assumptions that everyone knows how Landcare works! Didn't understand that a mini muster of our local members was useful to feed into this main Muster. It was never explained that this information would determine how Landcare would run over the next couple of years. The mission state of LNSW is still unclear. Need a clearer indication of funding and what has been achieved by Landcare NSW.	6. Market Landcare needs to redefine and engage producers in these areas (Branding issue) 7. Support effective communication of council meeting outcomes 8. Increase Landcare NSW transparency, improve communication / consultation with the regions. 9. Provide information on where funding is going and what is achieved. .

Topic 6: Communication

Issue / Opportunity	**Action**
It would be good to visit Landcare sites while travelling on a holiday. No one uses Gateway for pleasure or interest.	1. A visit Landcare app, like AirBNB. 2. Develop a phone app which notifies relevant people when something of interest or new is posted. **3.** Improve social media communication

Topic 7: Engagement

Issue / Opportunity	**Action**
Need to attract more volunteers/landholders. Special interest areas to tap into people's interests The role of groups – are they relevant to our community?	1. Create a publicity campaign, outlining benefits available resources that membership provides 2. Landsmart app – absentee landholders link to Gateway. 3. Engage community by aligning with their interest, e.g. Permaculture/slow food movement/family events-learning opportunities. 4. Local groups lead a consultation on how they can deliver on NLP2. How to engage farmers –some farmers suggest getting rid of the name 'Landcare'. **5.** Landcare engages with the RMS to create wildlife corridors in major roadwork areas (highway upgrades)

Topic 8: Partnerships

Issue / Opportunity	Action
Which regions have a successful LLS-Landcare relationship? Inconsistent engagement/partnering/appreciation of Landcare by regional bodies across the state. What is the nature of the LLS/Landcare partnership? Landcare and LLS competing in the same market. Investigate and embrace citizen science, build partnerships/affiliations with interest groups including TAFE/Unis.	1. Provide opportunity for regions to present their recipe for success at events like this. 2. Develop project partnership with LLS and Landcare where reporting is done by LLS to allow Landcare to get on with the on-ground works. 3. Landcare NSW to adopt, create appropriate MoU type agreement between LLS and Landcare groups/networks in each region of NSW. 4. Improve communications between LLS and Landcare groups at regional and local level. 5. Present case studies of local government /Landcare partnered projects at local government conferences. 6. Highlight both good and bad partnerships on Gateway (this is similar idea to presenting recipe for success at events) **7.** Discuss jointly before engaging with market. Focus on strengths (synergies) and convey through MoUs.

Topic 9: Culture – History vs Progress

Issue / Opportunity	Action
The persistent culture between LLS and Landcare appear to be acrimonious with a lack of trust. How can we move forward with this partnership if it is hampered by negatives? What is the point!!	1. No action/s provided

Topic 10: Funding

Issue / Opportunity	Action
Losing capacity with staff turn-over due to unstable funding cycles. Does not make sense maintaining network with 3-5-year contracts. Too much admin for volunteer groups. Time consuming applying for funding. Funding rounds need to provide longer periods of time for long term projects Smaller groups may miss out on funding under new program.	1. Review funding cycles / lobby government to make changes 2. Provide funding specifically for admin person with training of this person. 3. Maintain 'local Landcare coordinator' not 'agriculture coordinator' 4. Lobby government to make changes 5. Actively include them in consultation process, encourage them to combine, share executives, insurance policy. 6. Landcare NSW to collect data or help groups collect the data as there is a lack of available on ground funding.

The economic value of investing in Landcare- flow on benefits to local communities. Project management Educate on how to achieve partnerships outside of government. Important that NO geographical region is left out of funding negotiations. More focus on large scale projects better use of money as opposed to smaller projects. Small groups struggling to stay motivated when no funds available. Funding budgets are determined higher up and do not relate to the priority of Land Managers.	7. Advocate for project management of at least 10% and operational $$ for on ground works as this builds a group's capacity and satisfaction. 8. Landcare NSW influence government on this issue. 9. Consult and set priorities with land managers

Topic 11: Reporting – Accountability LLCI

Issue / Opportunity	**Action**
Are current evaluations capturing the entire package delivered by this investment? Overly complex and burdensome reporting Burn out of social capital Lack of clarity in funding from state to regions.	1. Create opportunity for tertiary institutions to be involved /review 2. Capture social impact of Landcare activities. 3. Less reporting/simplified to reduce volunteer fatigue. 4. Solution as above, celebrate volunteers. **5.** Require transparent reporting.

Topic 12: Aboriginal Engagement

Issue / Opportunity	**Action**
Integrate and maintain respect for difference	1. Investigate informal aboriginal reference process, ethics for Caring for Country. 2. Establish genuine cultural awareness, program with local Landcare groups training. The aboriginal philosophy from their point of view. 3. Share knowledge between Landcare and aboriginal communities. Have more open conversations. 4. Test support for an independent aboriginal caring for Australia group. 5. Want a separate entity. Landcare NSW to incorporate this into policy discussion.

Topic 13: Scope

Issue / Opportunity	Action
'People care' should be the lead priority of the value proposition	**1.** Allow broader scope in funding roles of LLCI to diverge into areas that support mental health. Foster sense of inclusive activities, align with mental health events.

Topic 14: Skills and training

Issue / Opportunity	Action
Accounting Mentoring time Types of training Lack of succession planning in Landcare groups	1. Develop a Landcare specific accounting package, to simplify accounting for all Landcare groups nationally 2. Provide mentoring from established experienced LLC and RLFs to newer recruits. 3. Provide guidance/training for Landcare groups around compliance issues for incorporated bodies. 4. Provide leadership skills training 5. Train small groups in capacity building 6. Learn marketing skills to attract and retain Landcare members.

Topic 15: Coordinators

Issue / Opportunity	Action
LLCs do not have enough support. Too much expected of LLCs in terms of the time and resources available	1. Formalize LLCI support network. **2.** Provide training for LLCs on how to support groups.

Topic 16: Support

Issue / Opportunity	Action
Shifting focus from sustainable to regenerative agriculture. Member recruitment issue-strategic plan needed to increase landholder participation. Lack of common baseline project mapping and collation of outputs	1. Use Gateway to provide contacts in a region for agriculture. 2. Landcare NSW to investigate and prepare tools for groups to document baseline activity e.g. Google Earth Pro. 3. Emphasize agri-ecology relationship through workshops, courses, online groups. 4. Recognise the work of individuals not just paid coordinators.

Topic 17: Representation

Issue / Opportunity	Action
Which projects/themes are gaining traction? Landcare should be developed as an industry with a research plan that provides evidence of what regenerative techniques are successful-funded by a levy on food. Don't lose sight of local people working on local issues. Focus tends toward regional level. To achieve meaningful change for local issues (e.g. weeds) requires a national response.	1. Identify themes and develop a research plan

Topic 18: Bigger picture

Issue / Opportunity	Action
Key messages - Agroecology should be the focus / message of regeneration instead of sustainable. Climate change education. Value of ecosystem services. Landcare as part of the school curriculum. Mental wellbeing comes from connecting to nature Landcare NSW should have core truths in their policy i.e. Soil health, biodiversity with interpretation in a local context across the state.	1. Need to maintain relevance to broader community or influence community to be more resilient. 2. Provide access to data to allow landholders to adapt. **3.** Be aware of factions developing. Focus on all aspects of NRM (Natural Resource Management).

Topic 19: Outside the Box

Issue / Opportunity	Action
A range of issues raised including; Conveying threats to native fauna and habitat through education activities. Landcare adopt policy on cool burns delivered through aboriginal people. Support carbon soil sequestration, help landholders build soil carbon. Enable regenerative farming practices-lobby for price on carbon (to drive investment) promoted by LLS and Landcare. Revoke latest native vegetation clearing act. Landcare as part of the solution for feral animals. Wind farm developments - a role of LLC to assist communities with climate change.	1. No suggested actions provided

To view the following Appendices please click here

Appendix 5 – Instructions and Worksheets

The instructions and worksheets provided for use at the 2017 Muster

Appendix 6 – Mini Muster Kit

This kit was provided to groups and Networks to allow them to prepare for the 2017 Muster, and or hold a 'Mini-Muster" to feed information back to Landcare NSW for inclusion in the 2017 Muster at Albury.

Appendix 7 – "You asked We delivered"

This document was provided to Muster participants and provide feedback on the achievements of Landcare NSW against the asks of the 2015 Muster.