

Current activities of Landcare

Rob Dulhunty, Chair Landcare NSW



What is Landcare

- Landcare - A Community and Government partnership commencing in 1988, underwritten with support from the Decade of Landcare plan
- Broad appeal to all Australians – urban, rural, indigenous, desert, coastal, young, old, retired, working, unemployed
- Membership includes a large section of the Farming Community (Up to 80% of land managers in some areas)



What does Landcare do?

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

Why has Landcare worked ?

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

Landcare - What we have now

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



Landcare – how is it set up ?

- Not for profit organisations. Volunteer committees and boards. Range of structures; eg companies, companies limited by guarantee, within local government
- Landcare has established project management, financial and governance systems and experienced staff.
- It has 30 years experience in project delivery from small local projects to lead agency on major projects with multiple partners.



Landcare – how is it supported ?

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

Landcare – sources of support

- Core Funding is problematic
- Some CMA's resource staff
- Some local Governments support landcare particularly coastal
- Most funding is project based tied to deliverables. Sources are from Government, corporate, philanthropic, and members input

What is Landcare NSW Inc

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

We act on issues and opportunities identified:

- via input from the endorsed Regional and Skills based Representatives on the Council of LNSW Inc
- from the Muster –attended by grassroots members from across NSW



Landcare NSW provides

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

Current State of Landcare in NSW

- Support for Landcare varies across regions - over the past decade of regional delivery of NRM there has been marked differences between Regional NRM Bodies (CMAs) in the value placed on landcare
- Many farmer-based and public lands groups have folded, or have very reduced levels of activity
- Some community public-land groups are supported by local Council
- Some Landcare groups have developed regional and sub-regional clusters that take on more of the administrative/governance burden

State Landcare Support Program

- In 2011 the NSW Government invested in the Landcare support program - \$2million over 4 years to commence rebuilding the partnership with Landcare
- The Landcare Support Program provides training, services and resources but does not provide core staffing support to any level of Landcare

The Landcare Support Program

- Strategies & Projects



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LNSW and the Business Plan for the Landcare Support Program

- Under the Business Plan LNSW is delivering member services projects – such as
 - Insurance & Governance information
 - Marketing
 - Community of Practice activities to share successes and build skills

SNAPSHOT Case Study

A simple but informative overview of a group, project or individual and what has been achieved.

Pambula Wetlands & Heritage Project Inc



Pambula Wetlands & Heritage Project is a community group that owns and manages Panboola, an 82 hectare wetland and floodplain rehabilitation site, including an old racecourse on crown land adjacent to the town of Pambula.



We have 103 members at Pambula, NSW 2549 and work on 82 hectares of land. Our group started in 2001 and we are a member of Far South Coast Landcare Association Inc. (part of South East Landcare). If you'd like to know more about us go to www.panboola.com

60 Ha of the land at Panboola has been donated to the community by benefactors, for the purposes of conservation and education. It includes a 16 hectare Waterbird Sanctuary with VCA (developed by the group), a Wetland listed as significant in NSW, several EECs including coastal saltmarsh and coastal floodplain woodland. We have a highly visible interface with agriculture with 35 Ha of grazing for the dairy industry.

At least 40,000 visitors enjoy the benefits of Panboola in a beautiful managed environment with approximately 8 kms of walking tracks through the area.

We have a new office, donated on site that we hope to develop into a Wetland Centre. All work on Panboola is done by volunteers with currently no paid employees, just the power of community groups.

Landcare Investment PROSPECTUS

Contents

- General introduction to landcare
- Possible partnership ideas
- Understanding partnership expectations
- Generic projects
- An overview of Landcare in each region
- Project information from each region.



The Landcare Investment Prospectus



L.I.F.E
Landcare Is For Everyone



The Landcare Investment Prospectus
is funded by NSW DPI, as part of the
NSW Landcare Business Plan 2011-15.



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SOS Case Studies

“Sharing our Success” -
packaging existing
excellent local activities
for roll out to other
parts of the State.



CASE STUDY #002

TUSOCK TAMERS

A community driven, holistic approach to weed management in the catchment

AUDIENCE:

The rural community in the Upper Lachlan catchment, NSW.

CONTACT:

Bob Spiller—Secretary, Jerrawa Creek Landcare Group.

OVERVIEW:

At a major public meeting in April 2009 the local community identified environmental weeds, especially Serrated Tussock, as by far our most pressing environmental priority. Our project was developed to attack this problem and at the same time increase the number of people adopting good land management and conservation practices.

*Tussock Tamers is based on three beliefs:
Firstly, long term management of serrated tussock needs a well thought out plan that takes into account your particular area & circumstances.
Secondly, we can only make inroads into this problem if everybody works together.
Thirdly, it requires sustained effort by all of us.*

Serrated Tussock is a community problem and needs all of us to be active in managing for it to be controlled effectively. We felt that even experienced and competent land managers could benefit from being introduced to new ideas and techniques while others were unaware they were living with a problem. Our aim was to motivate land managers, public, private, large and small, experienced and total beginners, to control Serrated Tussock and other environmental weeds as well as undertaking wider natural resource management practices.

Tussock Tamers comprised an education and moral suasion campaign run over a year featuring advertising, field days, workshops and seminars combined with visits to properties by local council/CMA teams to develop property plans. This was underpinned by an extensive, sustained promotional and educational campaign using mail, local press advertisements and media stories to promote the project and encourage participation. We also ran a series of two day weed workshops to help people



manage their properties. Farm-gate signs were distributed (see above) to participating properties to help promote the project and encourage others to join.

Our project was successful in large part because it targeted a clear community need and because it was a partnership of organisations and individuals, all of whom could contribute. The founding management group for Tussock Tamers comprised Jerrawa Creek Landcare, the

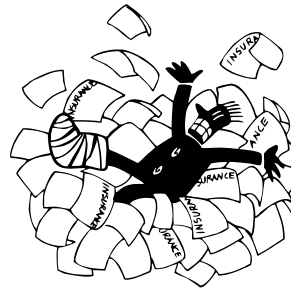
Share your own successful event or project

Download a template at www.landcarensw.org.au

Incorporation & Insurance

Investigation &
Implementation of an
Insurance Service
for Groups

Deliver Insurance
information &
Administer small
insurance claims



Develop or compile
info and other
resources to
address specific
Governance issues



Factsheets

- Duties of Office Bearers
- Social Media in the Workplace
- Golden Rules of Facebook
- Record Retention
- Asset Registers
- DGR status
- WHS Checklist for the Office
- Working with Children checks
- Attracting & Managing volunteers
- The Privacy Act & Landcare Records
- Delegations of Authority
- Running Efficient Meetings

Duties of Office Bearers of Landcare Groups

FACTSHEET LNSW 13-001

8 steps to ensure good governance of your group

As a volunteer committee member or director, it's important that your volunteer time is as productive as possible. It's also critical to know areas of liability and your duties as an office bearer (includes directors and committee members).

Libby Klein, Principal, Moores Legal, outlines 8 key issues for directors and officers of Not-for-Profit organisations (2013). These are listed below.

1. KNOW WHAT YOUR JOB IS

This involves knowing what your duties are as an office bearer. Committee members have duties under law, which include:

- A duty to act in good faith in the best interests of the organisation;
- A duty to act with reasonable care and skill;
- A duty not to misuse information or position; and
- A duty to disclose and manage conflicts of interest.

The new Australian Charities and Not-for-Profits Commission (ACNC) also imposes additional obligations on office bearers (refer to Reporting Obligations factsheet).

TIPS:

Keep an eye out for the new ACNC governance standards and external conduct standards coming into effect 1 July 2013. Ask yourself, when was the last time our committee had a workshop on duties of office bearers? Does your Landcare group have

induction training for new office bearers?

2. KNOW WHICH HAT YOU'RE WEARING

When making decisions, office bearers need to focus on the best interests of your Landcare organisation, as opposed to:

- Your individual interests
- The interests of those who elected you to your position.

TIPS:

Does your organisation have a Conflict of Interest Policy? Make 'Conflict of Interest' a standing agenda item at your meetings. Make sure Conflicts of Interest are minuted.

3. UNDERSTAND THE FINANCIAL POSITION

While you may not consider yourself a 'numbers person', it's important that office bearers reasonable questions to ensure the financial position of your organisation are clear. Leaving the finances in the hands of the bookkeeper or auditor without asking reasonable questions and using commonsense is not enough.

TIP:

Consider a workshop for your office bearers on how to read and interpret financial statements. Have your organisation's accountant / auditor meet with your committee to discuss the organisation's finances.



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Template Policies

- WHS for Landcare offices
- WHS for Landcare events
- WHS Induction checklist
- WHS Policy
- Social Media Policy
- Grievance Policy
- Conflict of Interest statement
- Delegation of Authority Policy
- Vehicle Use Policy
- Employment Policy
- Credit Card Policy
- Financial Management Policy
- Records Management Policy
- Privacy Policy
- Code of Conduct
- Consent form for publication of personal information template



INTRODUCTION Social media provides XYZ Landcare with the opportunity to engage in ongoing conversations with its diverse stakeholder base. It allows XYZ Landcare to connect with the community, improve our understanding of current attitudes and issues and share Landcare activities and programs.

XYZ Landcare supports its employees' and volunteers' participation in social media as a means of complementing traditional communication channels (eg. web, print, radio, television).

DEFINITION Social Media refers to the platforms of Facebook, Twitter, YouTube, MySpace, LinkedIn and Pinterest.

SCOPE OF SOCIAL MEDIA USE This policy applies to all staff, contractors and committee of XYZ Landcare. It applies to these uses of social media:

- ◊ Creating a social media presence as an official representative of XYZ Landcare;
- ◊ Publishing messages, responding to comments + uploading content, including data, to official, public facing XYZ Landcare social media channels and / or third party social media channels;
- ◊ Making reference to XYZ Landcare within a private capacity on social media; and
- ◊ When a staff member participates in discussion that relates directly or indirectly to the field in which they are employed by XYZ Landcare.

PRINCIPLES OF CONDUCT Importantly, all content posted on social media sites immediately becomes public information, freely available to those who access it and potentially permanent, difficult to erase, remove or retract.

Staff use of social media should adhere to the same standard of professional practice and conduct associated with all communication



Hothousing Landcare Leaders Workshops

Develop and Deliver short
tailored workshops for
Landcare Group members
on Corporate Governance &
other related issues.

- **Introductory level**
- **Non accredited training**



Workshop topics:

The Hothouse Workshops allow your organisation to choose which training options suit them. Select from the following topics:

COMMUNICATIONS + ADVOCACY: working with the media, preparing press releases, managing your public image.

BOOKKEEPING + FINANCIAL MANAGEMENT: software options, risk management for your organisation's finances, reporting.

WORK HEALTH + SAFETY for committees, employees + volunteers. Making sure your organisation is up to speed on the new WHS Act.

EMPLOYEE MANAGEMENT: from go to whoa

SOCIAL MEDIA: the how-to, policy areas, is it worth the while?

REPORTING OBLIGATIONS: the impact of the new Australian Charities and Not for Profit Commission on Landcare organisations.

WHICH MODEL? Incorporated associations vs. companies limited by guarantee—what works best for your Landcare organisation

MANAGING VOLUNTEERS: risk management, legal obligations, safety aspects of volunteering.

DATABASE OPTIONS: capturing the right information for projects, people + groups. From beginner to advanced levels.

INSURANCE: understanding the options, which groups require insurance + deciphering the double-dutch!

WEB MANAGEMENT: creating a great website that works for you + your community!

ROLES + RESPONSIBILITIES OF THE COMMITTEE / BOARD: duties associated with being an office bearer in a Not for Profit organisation + legal obligations.

MARKETING YOUR LANDCARE GROUP / NETWORK: tips on branding, maintaining a consistent message + standing apart from the crowd.

CORPORATE GOVERNANCE: making sure internal systems are ship-shape. Tips on types of policies required for Landcare organisations + templates available.

The Hothouse Workshop series are funded by NSW DPI, as part of the NSW Landcare Business Plan 2011-2015.



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Landcare – Policy input

- LNSW sits on the Landcare Support Program Steering Committee
 - Rebuilding partnerships established under the Decade of Landcare program
 - Providing input to the Business Plan
 - Input to the MERI of the Program and identifying future needs and opportunities beyond the current Program

Local Land Services & Landcare NSW

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



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

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

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

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

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

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

Landcare Offers.....

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



Advantages of supporting a Landcare Approach

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



Advantages of supporting a Landcare Approach

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

The Future

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

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

LNSW can help advise Government on how to work with landcare

