



# LLC

## Local Landcare Coordinator Initiative *Building Momentum*

A Report on Progress  
April 2018





The paths of Landcarers in many cases align with those of the traditional custodians of this land, we aim to work together to protect and enhance it for future generations

## Acknowledging the Traditional Custodians of Our Lands

New South Wales is home to many peoples, we are truly a community of the world, a community living on a land that has supported prosperous peoples for thousands of years.

The land we live on is a part of who we are and a part of who our community is. It is this personal connection to country and community that underpins Landcare.

This connection links all Landcarers to Australia's first people, to Australia's first Landcarers.

"Aboriginal people have always been connected spiritually to water, rivers, lakes and the sea, the land, fire, plants and animals. All landforms, landscapes and waterways have creation stories attached and are still connected by song-lines which have significance to Aboriginal Nations and language groups across Australia today."

Words of Larry Towney, Wiradjuri man.

Aboriginal people are still connected to Country spiritually and emotionally, considering themselves as custodians of the land they belong to, past, present and future through oral histories, continued use, occupation, and traditional ecological knowledge of their home lands.

"A Welcome to Country is an important part of Aboriginal People's cultural protocols, the process of entering into other people's Country, to do business or visit, and has been so for at least 65,000 years.

When a visitor or traveller comes into Country, they never approached a camp directly, they would set up a small camp some distance away and wait for someone to come and greet them and take them into camp and be announced.

This wait could be a couple of hours or a couple of days. During their wait, they would be observed and assessed. This would be similar to seeking an appointment to see a professional person, a politician, or for some families visiting a relative.

A welcome is in response to the arrival of a visitor, a trader or a news person arriving at your place or camp, wanting to do business but waiting for an invitation and a welcome. It is then that a Welcome to Country is performed.

This may be verbal, but sometimes includes singing and dancing, or a performance of some kind.

For a more significant welcome a ceremony may be performed.

Welcomes to Country today are delivered by a Traditional Owner. A Traditional Owner is someone who is connected to, or as some people feel; 'belong to country'

The Traditional Owner attends the opening of an event at an arranged location and may acknowledge the Country, other Elders and Traditional Owners past present and signify that the business of the day may proceed.

A Welcome to Country today generally means recognition, acknowledgement, respect and acceptance and, while these things are symbolic, they can break down many barriers, build bridges and trust. It also enhances the potential for acceptance and a willingness to undertake meaningful engagement.

As such, it is often the beginnings of a good working relationship."

Words of Jeanette Crew, Mutthi Mutthi (from my mother) and Wamba Wamba (from my father), respected member of the Deniliquin Aboriginal community and Local Landcare Coordinator.

The Local Landcare Coordinator Initiative, on behalf of all the Landcarers involved, Government Officers and partners who support its efforts, acknowledge the Aboriginal Peoples and Traditional Owners of the many nations and languages groups across NSW and Australia. We pay our respects to past, present and future elders of these Traditional Owners.

We thank the Traditional Owners of the lands we work on and thank them for their welcome to country where it has been made. We acknowledge that our paths as Landcarers are aligned and wish to work with the traditional custodians of this land to protect and enhance it for our future generations.

## "Ngindhigir Yindyamarra yawali Nurabanggu"

Wiradjuri language meaning to look after, respect and care for country.

Larry Towney  
Wiradjuri man



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This report has been prepared by the Local Landcare Coordinator Initiative in partnership with Local Land Services and Landcare NSW.

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## Photographs

Photographs appearing in this document have been provided as a part of the LLCI Case Studies and have been acknowledged where possible. We thank all contributors.

## Acknowledgements

Local Land Services and Landcare NSW would like to acknowledge both organisations and the broader Landcare Community in NSW for the support given to the Local Landcare Coordinator Initiative.

The Initiative would like to thank and acknowledge the NSW Government, the NSW Parliamentary Friends of Landcare, in particular the Honourable Niall Blair, MLC, Minister for Primary Industries, Minister for Regional Water, and Minister for Trade and Industry.

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing; April 2018. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent adviser.



There is a strong opportunity for the LLCI to link with NSW Roads and Maritime Services

Photo: Tree planting on the Mitchell Hwy, Wellington (Mid Macquarie Landcare)

The LLCI is focused on reinvigorating the relationship between Government and the Landcare community



## Introduction

Welcome to the Local Landcare Coordinator Initiative – Report on Progress 2018.

This report aims to tell the story of the Initiative and to highlight some of its great achievements of the last three years.

This report considers some of the assumptions made in the design of the Initiative and will discuss some of the key learnings that have come to light through the implementation of its actions.

This report is designed to be read by a broad audience; by our representative Minister: the Honourable Niall Blair, his advisors and his colleagues in Parliament.

By the leaders of agencies such as Local Land Services, NSW Environmental Trust, NSW Office of Environment and Heritage and others.

It may be used to bolster conversations with philanthropic organisations and other potential partners.

It is designed to be read by the Landcare Community, the Coordinators and their Hosts, to help them reflect on their achievements as part of a bigger system.

And it is designed to provide a platform for adaptive management in the implementation of the program.

This report on progress not only discusses some of the activities of the Initiative, but provides a snapshot on how the program is performing against its key performance indicators. This progress is presented in a report card style dashboard. The dashboard considers success of the Initiative's four implementation components.

We ask the question; are we doing what we set out to achieve? Are we doing things the way we should? What needs to change? What is the future?

This report is as much about telling the story and highlighting success as it is about providing a platform from which we can launch not only the next 12 months of the program but any opportunities for the extension of the Initiative going forward.

With one year of program funding remaining we ask; how do we not only maintain the momentum we have built, but in fact accelerate it and the capacity of landcarers for natural resource management, sustainable agriculture, industry advancement and very importantly, community engagement and empowerment?



### What Makes the LLCI Special

The Local Landcare Coordinator Initiative is a \$15 million, four year project to renew the Government – Landcare community relationship by investing in and unlocking the full potential of the thousands of volunteers of the Landcare movement in NSW.

In 2015, at the NSW Landcare and Local Land Services Conference held in Orange, Minister Niall Blair launched the Initiative. The LLCI is the key program delivering on the memorandum of understanding between Local Land Services and Landcare NSW.

The LLCI is designed to put resources back into Landcare where it has been called for. It puts local people in local communities, to support the coordination and ramping up of Landcare.

The Initiative's four implementation components:

- Local Coordinators
- Community of Practice
- Sustaining Landcare Project, and
- Joint Management.

The initiative invests in the business of Landcare NSW to ensure it can respond to the needs of the Landcare movement, a response that is built on stable foundations, efficient systems and sustainable funding.

The LLCI engages communities from the most easterly beaches to the most western rangelands of NSW. With at least \$10.5 million being directed into local community, the program is a significant boost to the vibrancy and economies of many small communities.

Landcare has called for paid coordinators for many years, this program responds to that call and more, it will be the foundation of a new age of Landcare in NSW.



## Local Land Services Chair's Report

On behalf of Local Land Services, and in partnership with Landcare NSW, I am very pleased to be able to present this progress report on the Local Landcare Coordinator Initiative.

My connection with Landcare is strong, being a member and participant of the very successful Holbrook Landcare Group, in the Murray region of NSW.

I have been a supporter of the Landcare movement for a long time and I am very proud to play a role in how this project continues to empower, resource and support our local Landcarers.

At Local Land Services our vision statement is; resilient communities in productive healthy landscapes. The Local Landcare Coordinator Initiative plays a big role in our efforts to see that vision become a reality.

This project is not just about putting people on the ground, but about building relationships between Landcare and Local Land Services staff. Relationships that I am happy to report are flourishing in many areas.

I am very pleased to see reports in this document showing that we are on track to hit the program goals and the progress being made because of the collaborative management of the program, however it is the action I have seen taking place across NSW by the Local Coordinators themselves that pleases me the most.

The Initiative currently supports the employment of 72 Local Coordinators, in addition to the community and environmental benefits this drives, it will also provide just under \$11million in employment for local people, many of them being from small rural or regional communities.

The ethos of Landcare is people caring for the land around them, if this project and the role that Local Land Services plays in it, supports that ethos, then I will be happy to consider it a great success.

The first years of the project appear to have been a success, we now charge on to ensure the momentum builds into the future.

**Richard Bull** – Chair, Local Land Services

## Landcare NSW Chair's Report



Landcare was formed by a group of farmers who observed damage to rivers, soils and landscapes and decided to act. The model they developed 30 years ago remains largely unchanged. Landcare is a diverse, grassroots movement led by volunteers that can be applied to any geographical area or issue. I first became involved in Landcare as a farmer, working with neighbours to introduce new practices, plant trees, remove pest animals and plan habitat corridors to protect endangered species. I am now proud to chair the statewide body for the 60,000-strong Landcare movement.

Landcare benefits the environment and delivers economic outcomes. In caring for people as well as natural resources, Landcare also builds social capital.

Landcare is a proven model to help manage the impacts of a growing population and climate change. The magnitude of these challenges means governments must enlist the whole community. The longevity of Landcare shows people are willing to give their labour, time and expertise but Landcare also needs supportive government policy and funding.

The NSW Government has been steadfast in its support over the past three years. I thank Members from all sides of Parliament who have joined their local Landcare group and signed up to the NSW Parliamentary Friends of Landcare. Most importantly I acknowledge the farmers, businesses, volunteers and Local Land Services staff involved in the NSW Local Landcare Coordinator Initiative.

This report shows what can be achieved when Landcare is supported and how government investment in Landcare creates value. As a result of the LLCI we have seen Landcare groups revitalised, partnerships created and funds leveraged. Morale has improved, groups have gained new skills and accessed new resources. Most importantly we are seeing real change on the ground.

That the program has been delivered through a government/community partnership is a credit to all involved. I thank my colleague Richard Bull and look forward to working with him as we manage the next stage of growth to ensure Landcare is supported as a central plank of our community-wide response to the hard work we must do to manage our natural resources and support our communities.

**Rob Dulhunty** – Chair, Landcare NSW





Landcare NSW and  
Local Land Services  
have forged a  
partnership based  
on being "Stronger  
Together"

Photo: Restructured regional Landcare leads to vibrancy in the New England (Southern New England Landcare)

## NSW Landcare Program Manager's Report



The first three years of the Local Landcare Coordinator Initiative have flown by for those of us involved on a day to day basis.

These three years have shown us how a supported and empowered Landcare movement can really make a difference in NSW.

It has been my responsibility and pleasure to oversee the program for about the last two years, and I would like to make a special

mention of those who worked so hard at the start of the Initiative to, as they say, "hit the ground running".

It is an exciting time in the program when we get to stop and reflect on what has been achieved and to take stock on the actual momentum we are building.

I am lucky enough to have met almost all of the over 70 Coordinators supported by this program and in turn, many more of the communities supported by them.

It is a highlight of my current role and certainly my career to date, to have the opportunity to work with these great people.

My commitment is to accelerate this program into the future.

**Chris McCulloch**

The joint management approach to the LLCI builds on the strengths of both government and community based organisations

## NSW State Landcare Facilitator's Report



I never cease to be amazed at what the efforts of our volunteer Landcarers, combined with appropriate local, regional and state support can achieve.

During the past two and a half years, as State Landcare Coordinator, it has been a privilege to meet with many of the people involved in this program. I have learnt what is important at the local scale to ensure Landcare can build its internal capacity, so that it can continue to meet the needs of local communities.

I have taken this knowledge into my new role of State Landcare Facilitator, where, through the LLCI we look to strengthen existing partnerships and develop new ones. Partnerships that meet the needs and aspirations of Landcarers and our partners – creating a 'win-win' outcome.

Not an easy or straightforward task but one well worth tackling.

Through the program, Landcare networks at the district and regional scale continue to develop, providing ideal opportunities for a number of partners and their programs to deliver in a way that is attuned to local needs. Similarly at a state level, we feed back up the needs of Landcarers into the design phase of programs, ensuring appropriate delivery in a way that achieves long term outcomes. I look forward to continue working with you all as we make "Stronger Together" a reality.

**Sonia Williams**

## NSW State Landcare Coordinator's Report



Prior to taking the role as the NSW State Landcare Coordinator in October 2017, I worked as a coordinator at the local level for over 15 years, I can attest to the critical need for the Local Landcare Coordinator Initiative.

I have seen from both perspectives how the program has helped improve and consolidate a strong and professional support structure for the movement in

partnership with the Local Land Services.

We now have a reinvigorated, connected Landcare network across NSW!

The Landcare Initiative, with the renewed Gateway website, amongst other things, is helping Landcare to document its achievements and provide concise information on the enormous return on the government's investment. The information collected to date shows a picture of a capable network of coordinators enabling and supporting communities who are taking action and delivering on social, environmental and agricultural issues.

Landcare activities compliment a myriad of other government programs and provide mechanisms for creating a legacy of people caring for the land in a way that cannot be achieved through paid work alone.

I have seen many times that this is what Landcare does best, it reflects the true values of the people in their efforts to repair their environments and improve their own knowledge and in some cases their mental wellbeing by working in a collective.

Landcare encapsulates and supports the human inclination to seek a social connection and provide a deeper connection to the world.

I believe that this is a priceless phenomenon, one that should never be taken for granted.

**Natasha English**

## Sustaining Landcare Project Manager's Report

I have worked for Landcare for 18 months now and I'm in constant awe at the size and strength of Landcare movement here in NSW.

The amount of time and effort that our volunteers put in to projects, the incredible impact that they have in their community and on the environment in which they live. It's incredible.

It is also something that I believe needs to be known and understood more widely outside of our volunteer landcarers. That is one of my goals.

I'm hoping that I can play a role in not only quantifying this work but communicating its impact. I want to help others understand that Landcare is so much more than planting trees, it's about bringing people together, it's about solving environmental and social problems, it's about creating sustainable communities and creating a legacy for our children.

I'm really proud to be associated with Landcare and the Local Landcare Coordinator Initiative, and to be playing a role in supporting Landcare NSW as it embarks on its next chapter.

**Melissa Joseph**





## The Local Land Services and Landcare NSW MoU

*“Landcare NSW and Local Land Services as a community and government partnership are stronger together in achieving outcomes for communities and landscapes.”*

This is the partnership statement that underpins the relationship between Local Land Services and Landcare NSW as formalised via a Memorandum of Understanding. In September 2015 the Chairs of both organisations signed this MoU, to establish a foundation for collaboration between Landcare NSW and Local Land Services on a broad range of community support, natural resource management, farm productivity issues and aspects of biosecurity and emergency management.

The MoU recognises that both organisations have complementary characteristics including specialist skills and experience, shared values, operating principles and common stakeholders. To be successful the MoU is set to be implemented at the local, regional and state scales. The MoU extends beyond the scope of the Local Landcare Coordinator Initiative, it applies to all the many ways Local Land Services and Landcare interact and partner.

The Chair of Landcare NSW and the Chair of Local Land Services jointly have the responsibility and accountability to manage the partnership and the relationship and report on its progress to the Minister for Primary Industries, Minister for Regional Water, and Minister for Trade and Industry.



## The Joint Management Committee

The Joint Management Committee (JMC) was formed by the Memorandum of Understanding as a co-governance approach to implementing actions as a partnership.

The design of the JMC has its foundations in a round table workshop attended by Local Land Services, Landcare NSW, members of the Landcare community and the NSW Natural Resources Commission.

The JMC is jointly chaired by the Chair of Landcare NSW and the Chair of Local Land Services.

Day to day operations of the JMC are facilitated by the Local Land Services NSW Landcare Program Manager, Landcare NSW State Landcare Coordinator and Local Land Services Senior Administration Officer.

From its inception through to August 2016 the JMC met on a monthly basis. The JMC has since moved to a quarterly meeting rotation with three meetings via teleconference and one face-to-face workshop each year.

The JMC has on occasion had requirement to meet out of session to respond to short time frame – high priority issues.

## Learnings

There have been a number of challenges faced by the JMC and the partnership including the changing of all Local Land Services representatives over the past 2 years. Some positions have changed twice.

The initial partnership review and the snapshot review have shown that the JMC partnership is in a successful and healthy position and the model should only continue to grow into the future.

## Review of the Partnership under the MoU

The Landcare NSW and Local Land Services Memorandum of Understanding states that a review of the partnership and relationship status will be undertaken on an annual basis.

In August 2016 the JMC commissioned Michael Williams and Associates to facilitate the first partnership review workshop. This full day event focused on:

- Common purpose, culture and behaviour
- Key achievements of the JMC
- Governance priorities, and
- Identification of opportunities.

This workshop found that:

- The co-governance model is working to underpin all actions of the JMC
- That the JMC is providing a level of leadership that the co-chairs should be proud of
- There have been advances in the culture between the two organisations, and
- There is strong confidence in the relationship.

In June 2017 a snapshot review of the partnership was undertaken as part of a Joint Management Committee workshop. The members found that the partnership continued to be a success and stated that:

- The JMC is truly collaborative and has an effective governance structure
- The JMC has built a good culture – a change from a competitive culture to one of a team approach and the building of trust
- The JMC as a leadership body is particularly important to the NSW Landcare community
- The JMC's improved governance has built confidence internally within Local Land Services and Landcare
- The JMC has the ability to deal with challenging issues as they arise and to leverage the relationship to develop exciting initiatives
- The members value what each other brings to the table and come with good faith, and
- The members are committed to an enduring, resilient and productive partnership.

# Local Landcare Coordinator Initiative Strategic Plan



**Landcare NSW Vision:** NSW Landcarers will have the leadership, skills and resources to care for our land, environment and communities

**Local Land Services Vision:** Resilient communities in productive healthy landscapes

**MoU Partnership Statement:** Landcare NSW and Local Land Services as a government and community partnership are stronger together in achieving outcomes for communities and landscapes

**Goal 1: Partnerships** – Improved partnerships between NSW Government, Local Land Services and Landcare at all levels

**Goal 2: Resourced** – Landcare and volunteer groups are sustainably resourced into the future

**Goal 3: Valued** – Landcare brand is recognised, understood and valued by community, investors and partners

**Goal 4: Capable** – Landcare is capable and resilient at all levels

**Strategy 1**  
Effective, collaborative and innovative program management

**Strategy 2**  
Establishment and facilitation of Local Landcare Coordinators

**Strategy 3**  
Foster a community of practice and communications

**Strategy 4**  
Identify and establish partnerships and other opportunities

**Strategy 5**  
Establish and invest efforts to sustain Landcare

- Actions**
1. Establish and Support the Joint Management Committee
  2. Implement an Adaptive Management approach
  3. Report on the outcomes of the LLCI Project
  4. Manage financial agreements and approvals
  5. Administer the operations of the project

- Actions**
1. Establish a network of Local Landcare Coordinators
  2. Provide opportunities for Local Coordinator capacity building and communications
  3. Support reporting on outcomes of Local Coordinator activities
  4. Manage financial agreements and approvals

- Actions**
1. Link Landcare across NSW
  2. Undertake state wide Local Coordinator workshops and capacity building events
  3. Collaborate with Regional Landcare Facilitators
  4. Provide Landcare member services and targeted support
  5. Administer and improve the NSW Landcare Gateway Website
  6. Develop media and communications products and initiatives
  7. Foster communication and networking between Local Coordinators
  8. Establish a knowledge and legacy program

- Actions**
1. Engage with regional Local Land Services
  2. Engage with regional Landcare networks
  3. Implement a Local Land Services / Landcare Stronger Together Project
  4. Engage with the Australian Government and Regional Landcare Facilitator project
  5. Identify opportunities to value-add to the initiative through collaborative partnerships
  6. NSW Landcare and Local Land Services Conference and Landcare Awards

- Actions**
1. Establish a process for financial management, administration and reporting
  2. Develop Landcare NSW membership model
  3. Develop sponsorship and donation program (corporate and private)
  4. Develop a value proposition and fee for service program with all levels of government
  5. Equip Landcare NSW and regions to manage membership, volunteers, insurance, communications and donations

## End-of-program outcomes

Positive and productive relationships between landcare and government including Local Land Services  
Groups and networks work towards becoming self-sustaining  
Landcare trust established  
Improved ability to tell the story of Landcare at all levels  
Maintained and improved capacity, networks and knowledge to deliver on-ground & education projects

Landcare and community groups expand their networks to work proactively with a range of NSW government agencies  
Landcare groups have improved skill and capability to fund, manage and deliver on-ground projects  
Knowledge and skills shared between coordinators  
Landcare groups are committed, connected and cohesive  
Landcare NSW and Local Land Services use every opportunity to work together collaboratively

Regional Landcare Arrangements are strengthened by the placement of coordinators  
Coordinators work with groups and networks to provide support  
Feedback and participation in the Community of Practice  
Information, training and communication provided to coordinators by the Community of Practice

**Output 1**  
Program partnerships, communication and engagement

**Output 2**  
Host organisations appoint and place coordinators in groups, networks and organisations

**Output 3**  
Community of practice established

**Output 4**  
Regional and State networks of local coordinators established

**Output 5**  
Trust and funding options investigated

## Components of the Local Landcare Coordinator Initiative



### Local Landcare Coordinators

A network of locally-based coordinators who will work with their host organisations and local Landcare groups to deliver strategically aligned programs as well as providing support and guidance. They will build the capacity and connectedness of their local groups and networks to stimulate on ground change.



### Community of Practice

The provision of a centralised support team that will work to increase the activity and effectiveness of Landcare networks by providing a consistent approach to building group capacity across the State through dissemination of information, training and communication, while collecting, collating and sharing information.



### Sustaining Landcare

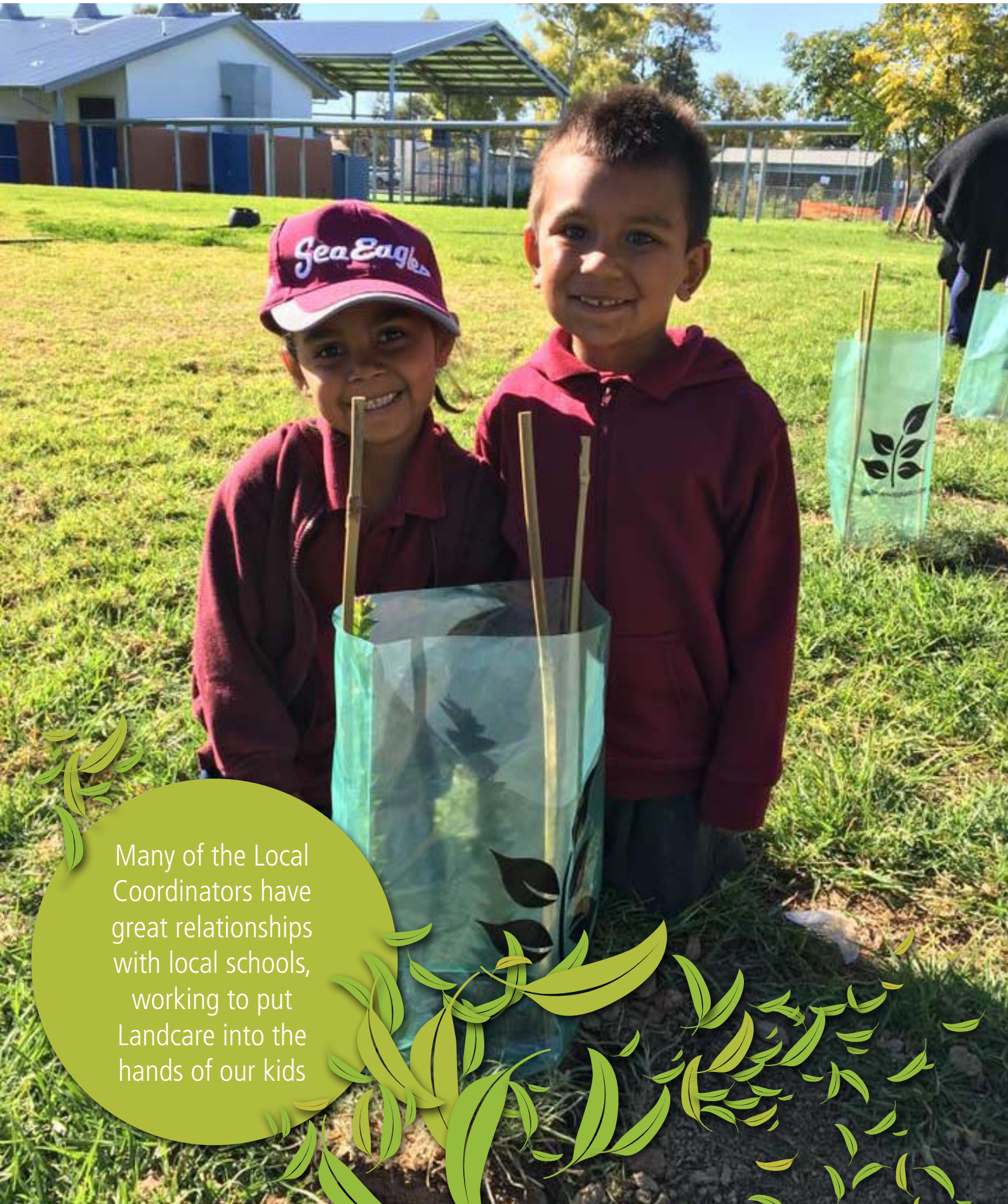
Working to establish a more resilient foundation for the on going support of Landcare across NSW. The Project works to build a central support hub and the capacity to respond to the support needs at local and regional levels. This component will attract a range of revenue streams through novel approaches to secure the future of Landcare support in NSW.



### Joint Management Approach

The program is managed jointly as a team that spans Local Land Services and Landcare NSW. The team builds on each others skills, strengths and focus areas. The management team is also charged with being the link between the program and their own organisations.



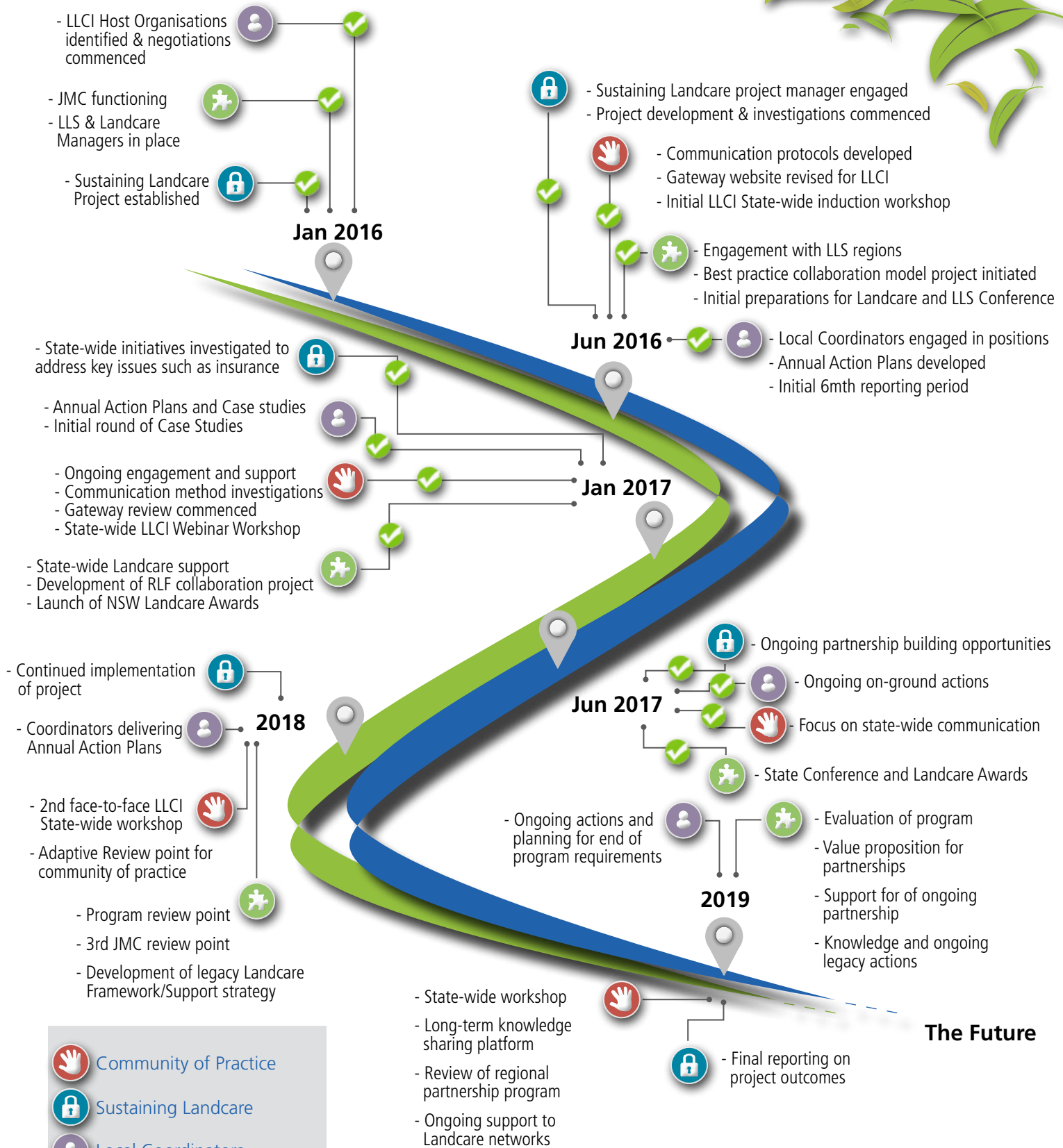


Many of the Local Coordinators have great relationships with local schools, working to put Landcare into the hands of our kids

Photo: National Tree Day, Brewarrina (Alice Jarrett, Western Landcare NSW)

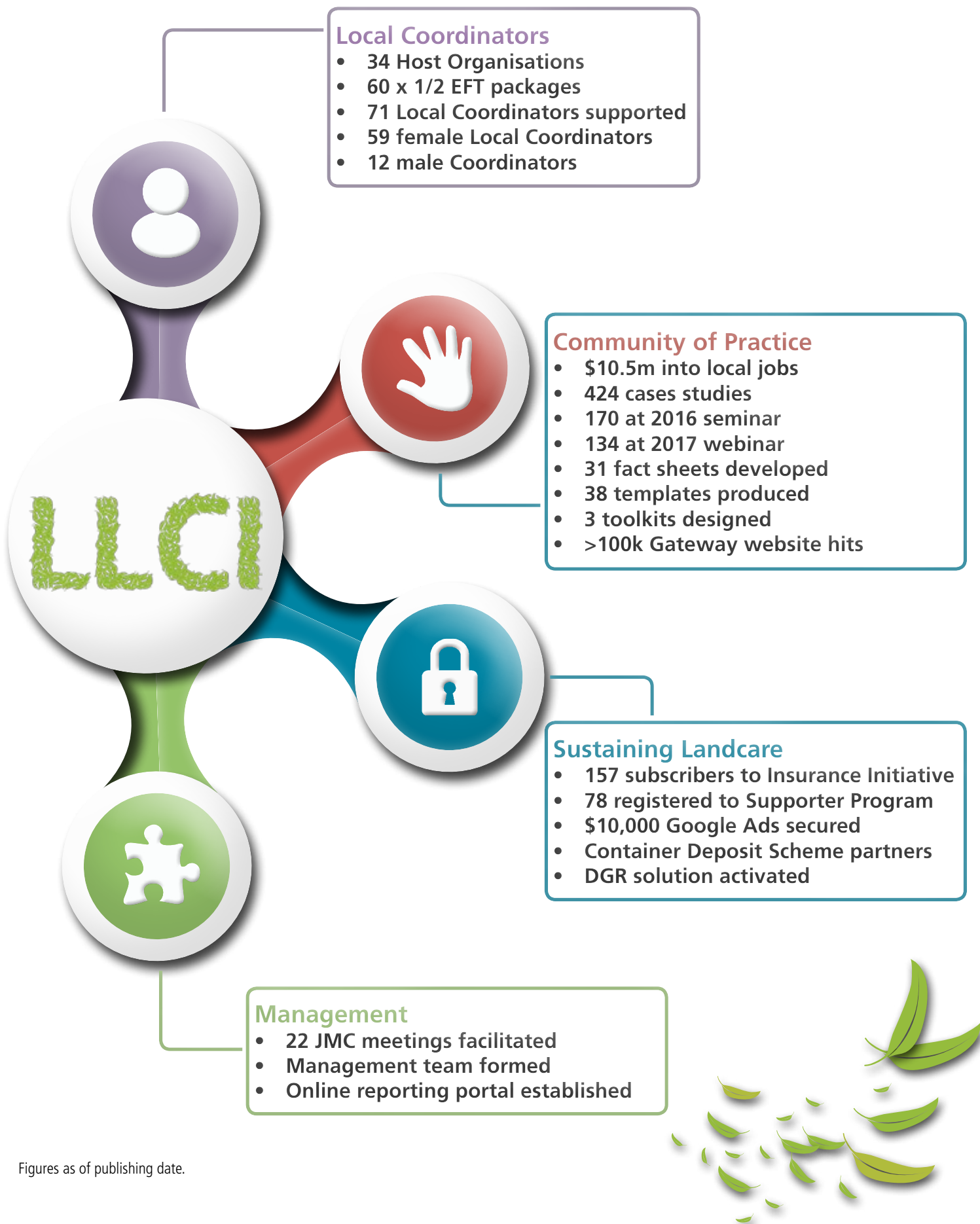


# Local Landcare Coordinator Initiative Road Map



- Community of Practice
- Sustaining Landcare
- Local Coordinators
- Management & Partnerships

# Some key facts about the Local Landcare Coordinator Initiative



Figures as of publishing date.

## Empowering Future Landcarers - Western NSW Youth Agriculture Network

Attracting young people into agriculture and natural resource management is challenging in Western NSW due to the lack of training opportunities and geographic isolation. Shortages of labour for on ground farm work as well as shortages in young, local professionals taking up skilled positions has meant that resources need to be drawn from outside of the region and local knowledge is not kept in the area.

The Western Landcare Schools Network was developed by the Local Landcare Coordinator to address this need.

13 students from 5 high schools engaged in the program with all of them interested and enthusiastic about continuing their education, either academically or hands on, in agriculture and natural resource management.

The program supported by Local Land Services attracted \$25,000 of funding.



Photo: Youth Agriculture Network (Western Landcare NSW)



## Evaluating the Performance and Success of the Initiative

The following section presents a summary of the performance of the program. The Local Landcare Coordinator Initiative is a complex program with not only complex goals but a huge number of actions, all being implemented in a variety of ways and over a variety of time scales.

The evaluation of the Initiative as presented in this report focuses on delivery against the successful implementation of the mechanics of each **Component of the Initiative**.

The Initiative was designed with the assumption that the Components would have to deliver in an integrated manner against the goals. The evaluation of success against the Strategic Goals continues as the program progresses and will be reported on in the final program report.

This evaluation reports our success against key performance indicators that are grouped against each Component. The results of those indicators allow reporting against the success of the component based on the assumptions made in the original design of that Component.

This format of evaluation allows both; an adaptive management approach to be applied to the mechanics of the Initiative, and a measure of success to be applied against the goals of the initiative. This level of success will be further evaluated in the final stages of the Initiative in its current format.

### Reading the Report Cards

The Local Landcare Coordinator Initiative Dashboard reports a snapshot on the level of success being achieved against both the Strategic Goals and each of the Initiative Components.

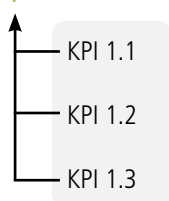
The level of success reported is based on the achievements of the key performance indicators listed in each of the Component Report Cards (following pages). The success is ranked using a scale of A, B, C, D.

The definition of each of these scores is described in the Ranking Key in the legend shown below.

Ideally each Goal and each Component will be marked as A - the highest level of success, however this is a mid point evaluation, and as such these scores should be used as an indication of where to focus attention on refining the delivery of the program.

The diagram below shows how the key evaluation questions are grouped under each Component and how they are also mapped to a range of Strategic Goals.

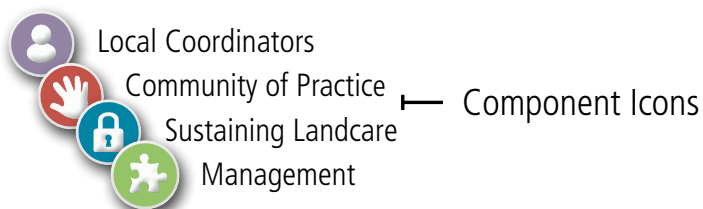
#### Component 1



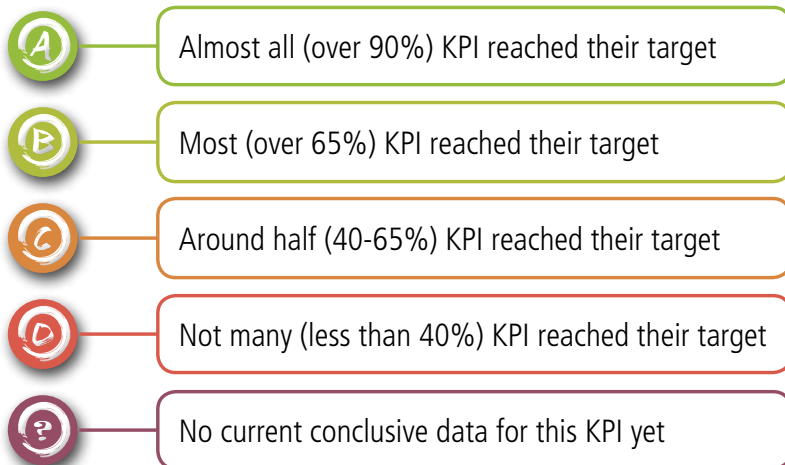
#### Component 2



**Example:** how key performance indicators are grouped under each component.



**Legend:** Icons representing Components. These are used to show a link to a key performance indicator.



**Legend:** Ranking Key used to rank the success of a KPI, component or goal.

# The Local Landcare Coordinator Initiative Dashboard

## Initiative Components

- Local Coordinators** (Icon: Person) Making a difference at local and regional scales. Detail on page: 21. Performance: A
- Sustaining Landcare** (Icon: Lock) Improving the resilience of Landcare support. Detail on page: 23. Performance: A
- Community of Practice** (Icon: Hand) A more connected Landcare movement. Detail on page: 22. Performance: A
- Management** (Icon: Puzzle) Ensuring the program is effective. Detail on page: 24. Performance: C

- A** (Green): Almost all (over 90%) key performance indicators for this component reached their target
- B** (Light Green): Most (over 65%) key performance indicators for this component reached their target
- C** (Orange): Around half (40-65%) of key performance indicators for this component reached their target
- D** (Red): Not many (less than 40%) of key performance indicators for this component reached their target
- ?** (Purple): No current conclusive data for this key performance indicator is available yet.

**Legend:** The ranking key used to indicate performance against success.

# Component Report Card: Local Landcare Coordinators



## Local Coordinators

Making a difference at local and regional scales



**A: This score means** that most or over 90% of our key performance indicators in relation to the facilitation of the Local Landcare Coordinator Component of the LLCI are reaching their targets.

Number of Host Organisation funding agreements in place.		KPI: 34 Agreements Actual: 34 Agreements Reported: December 17
Number of Local Landcare Coordinator roles being supported by the LLCI.		KPI: 60 0.5FTE Actual: 72 LLCs Reported: December 17
Percentage of supported groups reporting an increase in the number of participants.		KPI: 50% Actual: 63% Reported: December 17
Percentage of supported groups reporting the necessary skills and experience to achieve their goals.		KPI: 90% Actual: 87% Reported: December 17
Percentage of supported groups reporting stable or improved interaction with regional Local Land Services.		KPI: 70% Actual: 92% Reported: March 18
Number of case studies being produced.		KPI: 360 (180pa) Actual: 424 Reported: March 18
Percentage of supported groups reporting increase in grant applications prepared and submitted due to Local Coordinator involvement.		KPI: 70% Actual: 73% Reported: March 18

# Component Report Card: Community of Practice



## Community of Practice

A more connected Landcare movement



**A: This score means** that most or over 90% of our key performance indicators in relation to the facilitation of the Community of Practice Component of the LLCI are reaching their targets.

Supported Regional Networks reporting participation from local groups.



KPI: 80%  
Actual: 73%  
Reported: December 17

Supported groups participating in regional community of practice events either always or nearly always.



KPI: 80%  
Actual: 84%  
Reported: December 17

Supported groups participating in state community of practice events. (Seminars / Webinars)



KPI: 95%  
Actual: 99%  
Reported: June 2017

Percentage of supported groups reporting the capacity to "do what they want to do", and have motivated committee members.



KPI: 80%  
Actual: 87%  
Reported: December 17

Supported networks reporting an increasing trend in regional communication.



KPI: 80%  
Actual: 77%  
Reported: December 17

Increasing trend in the use of the NSW Landcare Gateway.









KPI: Increase  
Actual: Increase  
Reported: March 18

# Component Report Card: **Sustaining Landcare**



**Sustaining Landcare**  
Improving the resilience of Landcare support

**A: This score means** that most or over 90% of our key performance indicators in relation to the facilitation of the Sustaining Landcare Component of the LLCI are reaching their targets.

Formation of a Sustaining Landcare / Trust Steering Committee		KPI: Yes Actual: Yes Reported: May 16
Completion of a comprehensive foundational Sustaining Landcare / Trust investigation		KPI: Yes Actual: Yes Reported: Apr 17
Completion of a NSW Landcare Groups Census		KPI: Yes Actual: Yes Reported: March 17
Establishment of a paid membership program		KPI: Yes Actual: Yes Reported: May 17
Landcare NSW has adopted a Virtual Business Hub system		KPI: Yes Actual: Yes Reported: March 17
Establishment of Deductible Gift Register and Tax Invoice infrastructure		KPI: Yes Actual: Yes Reported: April 17

**Note:** The Sustaining Landcare / Trust project was one of the foundational activities of the Local Landcare Coordinator Initiative. Its first stage was designed to establish the infrastructure, systems, people and resources to transition the business of Landcare NSW going forward.

As such these evaluation points reflect the performance of the initial stages of the program. Future reports will address actions delivered under the transition stages of the project.



# Component Report Card: Management



## Management

Ensuring the program is effective



**A: This score means** that around half (40-65%) of our key performance indicators in relation to the facilitation of the Management Component of the LLCI are reaching their targets.

Formal program management meetings are being held on a regular basis.



KPI: Yes  
Actual: Yes  
Reported: March 18

Evaluation framework developed and reviewed to inform reporting.



KPI: Yes  
Actual: Yes  
Reported: March 18

Supported groups submit six monthly reporting within one month of due date.



KPI: 80%  
Actual: 69%  
Reported: Average

Submitted six monthly reporting is reviewed and feedback provided within one month of submission.



KPI: 90%  
Actual: 58%  
Reported: Average

Supported groups submitting good annual work plans.



KPI: 80%  
Actual: 77%  
Reported: March 2018

LLCI program financials are on track at each quarterly review point.



KPI: Yes  
Actual: Yes  
Reported: March 18

Local Landcare Coordinators are reporting satisfaction with the effectiveness of their role.



There has been no conclusive reporting on this indicator to date

Percentage of supported groups reporting beneficial changes to, or stability in, well functioning governance structures.



KPI: 70%  
Actual: 91%  
Reported: December 17

## A Focus on Stronger Together

The first goal of the Local Landcare Coordinator Initiative is: Improved partnerships between NSW Government, Local Land Services and Landcare at all levels.

The partnership statement of the Landcare NSW and Local Land Services MOU is; "Landcare NSW and Local Land Services as a government and community partnership are stronger together in achieving outcomes for communities and landscapes".

We have seen, established under this project, at a state level, a productive partnership between Local Land Services and Landcare NSW through the MoU, the Joint Management Committee and the joint management approach to the Local Landcare Coordinator Initiative.

At the regional scale partnerships vary, with some very strong examples of partnership between the two organisations, to partnerships in their formative stages, and yet to others that seem to be losing ground.

While there is a significant component of the way that Landcare and Local Land Services interact that revolves around funding, it is not the only driver to the success of the partnership.

The Initiative has started to explore what factors, apart from just cash, are critical in the partnership, and to find examples of where it seems to be working best.

This body of work looks to make simple findings on "best practice", the aim being to build a source of information for Landcare and regional Local Land Services to learn from each other, share successful practices and ultimately build stronger more successful partnerships, that last the cycles of change.

In February 2017 the NSW Natural Resource Commission released the Landcare Baseline Study that reported on the levels of funding provided to Landcare by Local Land Services across its regions in the financial year ending 2015. The purpose was twofold – to further understand what drives successful partnerships, and secondly to ensure that the investment from the LLCI was seen as additional to the support currently provided by each of the regional Local Land Service bodies; - by giving a baseline of investment as per the commencement of the LLCI.

The Baseline Study, whilst being a foundational piece of knowledge for the Initiative, is only part of the picture of support provided to Landcare – partnerships, relationships and other values based measures are also important.

The Baseline report did point out differences in the quantum of cash and other support, as well as the model of investment used.

The Stronger Together project seeks to understand the differences in the models used, the underpinning rationales for these and also examine the strengths of the relationships across the regions. Some of the key questions that are asked by this project are:

- What does Local Land Services and Landcare engagement really look like?
- What is the level of understanding of the requirements for building a supported Landcare community.
- What are the reasons, drivers and decisions behind collaborative action?
- What role do the characteristics of a region play?

As the Initiative has rolled out we have been collecting information to inform all these questions, and will continue to do so. We have collected case studies, background studies and stories from participants, to start to draw a picture.

The process of application for the second phase of the National Landcare Program will be a key evaluation point for this project. The impact that the National Landcare Program may have on partnerships will be very telling. It will provide insight into how and why the characteristics of the relationships may change.

It is proposed that as the findings of this project are pulled together we will be able to highlight the reasons that change occurs or does not occur and the impacts that any change may have on regional partnerships. This will inform; changes in the design of the current Initiative in its final stages, the design of any future iterations of the Initiative and input into the way Local Land Services and Landcare organisations reflect on their capacity to change, set priorities and importantly – work together.

### Learnings

We have found that much of the information that is required lies in the subtleties of the partnerships, which can make it hard to collect.

Interestingly a number of changes in partnerships have been witnessed over the life of the Initiative - these will provide critical information points to consider.



The "Caring Hands" logo is one of the most recognised logos in Australia



Photo: LLCI Seminar, Stockton 2016 (Landcare NSW)

## Putting Coordinators on the Ground

In the lead up to the March 2015 announcement of the \$15 million investment into the Local Landcare Coordinator Initiative, Landcare NSW sought to ensure that the investment from the previous Landcare Support Program was built upon, and was expanded to include funding for a network of locally based Landcare coordinators, which the Landcare community had consistently articulated as their highest need.

In May and June 2015, the NSW Natural Resources Commission facilitated two round table workshops to develop the details of the program. The workshops were attended by Landcare NSW, Local Land Services, NSW Department of Primary Industries and the NSW Office of Environment and Heritage.

In addition to these workshops, the Natural Resources Commission sought examples and advice from other similar investments, particularly the Victoria Landcare Facilitator Program.

The roundtable process identified that the LLCI investment facilitated through the Local Land Services should be in addition to existing investment into Landcare, which saw a mix of funding for project implementation, and for community support. The LLCI was designed to augment, not replace this existing support, and the success of the program would be reliant upon these linkages - particularly the involvement of the Regional Landcare Facilitator (RLF) Program.

The program would see 60 part time Local Coordinators placed within host organisations, to assist them in building and maintain capacity to exist, grow and thrive.

A workshop was held in August 2015, involving Landcare NSW, Local Land Services, and representatives of Landcare Networks, as well as experienced Landcare Coordinators and RLFs, to determine the design and details of the program.

It was recognised that the role of the coordinators would vary across the state, to reflect the current level of development and the needs of the host organisation in carrying out activities to support their local communities.

It was further recognised that the delivery of the program via the host organisations should be centrally supported with program level activities undertaken by both Landcare NSW and Local Land Service, as well as support provided regionally through the establishment of Regional Communities of Practice, involving the Regional Landcare Facilitators.

### Selection of Host Organisations

Applications from organisations to host a Local Landcare Coordinator were sought through a process that encouraged regional collaboration in determining where best to place the coordinators to enable support for the Landcare community across the region.

The application process to host a Landcare Coordinator was announced at the 2015 Landcare and Local Land Services Conference in Orange in September 2015. Applications opened 14 September and closed on 14 October 2015. A baseline of four positions per Local Land Services region was available, and where a regional collaboration occurred, a partnership bid for more than the baseline number of positions was encouraged.

Each half time position required the host organisation to provide information on their geographic coverage and reach, the number of groups supported, community engagement and communication methods, current partnerships, and governance information.

Assessment occurred via a panel consisting of Landcare NSW, Local Land Services and Australian Government representatives. Input from each region was provided to the panel to ensure all local factors were considered as well possible.

The allocations were endorsed by the Joint Management Committee on 3 December 2015.

### Learnings

As a review, an expert firm was engaged to assess the probity of the application process and found that there was nothing to indicate any technical or process flaws.

The program has shown that it may have benefited from the additional layer of regional coordinators as featured in the Victorian Landcare Facilitator Program.

## LLCI Host Organisations

Central Tablelands Landcare - 0.5 FTE  
Lithgow Oberon Landcare - 0.5 FTE  
Watershed Landcare - 0.5 FTE  
Little River Landcare - 0.5 FTE  
Mid Lachlan Landcare - 0.5 FTE  
Mid Macquarie Landcare - 0.5 FTE  
Central West Lachlan Landcare - 0.5 FTE  
Coonamble Neighbourhood Centre - 0.5 FTE  
Macquarie Valley Landcare - 0.5 FTE  
NSW Farmers Association - 0.5 FTE  
Greater Sydney Landcare Network - 1 FTE  
Parramatta River Catchment Group - 0.5 FTE  
Hawkesbury Environment Network - 0.5 FTE  
Hunter Regional Landcare (network) - 1.5 FTE  
Lachlandcare (network) - 2 FTE  
Mid Coast 2 Tops Landcare (network) - 1 FTE  
North Coast Regional Landcare (network) - 3.75 FTE  
Yarkuwa Indigenous Knowledge Centre - 0.5 FTE  
Corowa District Landcare - 0.5 FTE  
Western Murray Land Improvement - 0.5 FTE  
Rice Growers Association - 0.5 FTE  
Holbrook Landcare - 0.5 FTE  
Petaurus Education Group - 0.5 FTE  
New England North West (network) - 4.5 FTE  
Murrumbidgee Landcare (network) - 2 FTE  
Shoalhaven Landcare - 0.5 FTE  
Upper Lachlan Catchment Committee - 0.5 FTE  
Upper Shoalhaven Landcare - 0.25 FTE  
Upper Snowy Landcare - 0.25 FTE  
Eurobodalla Landcare - 0.5 FTE  
Far South Coast Landcare - 0.5 FTE  
Western Landcare (network) - 2.25 FTE  
Ocean Watch Australia - 0.5 FTE

**Total: 30 Full Time Equivalent**



Landcare has an important role to play in supporting vibrant and innovative agricultural industries



## Case Studies – Snapshot Across the State



WESTERN NSW – Broken Hill

### Collective Action Against Pests in Western NSW

- A tripling of the Western Landcare NSW Membership
- Targeting Wild Dogs and Foxes across 200,000 hectares
- 28 million Ha sustainable agriculture across the western region
- Spring baiting on 317 properties covering 9 million Ha

By actively engaging with landholder groups in the area and talking through the opportunities available for collective baiting and the increased benefits and outcomes of working together, 13 groups came together to bait simultaneously for wild dogs and foxes as part of the Local Land Services spring baiting program. Throughout the planning process the Local Landcare Coordinator worked to build the capacity for the group to take full ownership of the baiting program.



FAR NORTH COAST – Tweed Valley

### Corridor Connectivity – Collaboration and Co-investment in the Tweed

- 20 Landholder agreements
- 70 hectares of restoration activities
- \$549,250 in grant funding across four programs
- 881 participants at five events

The Tweed Valley is a biodiversity hot spot. Tweed Landcare Inc has been collaborating with North Coast Local Land Services and Tweed Shire Council to deliver several projects to improve corridor connectivity and reduce the impacts of invasive species.

To date Tweed Landcare has secured four NSW Environmental Trust grants totalling \$549,250, a fifth application is currently being assessed. This has been leveraged with \$110,00 in co-contributions and over \$5,000 in-kind contributions from project partners.



CENTRAL TABLELANDS – Orange

### A Productive Partnership – Landcare and Local Land Services together

- A supported Landcare Support Officer and functioning nursery
- Dung Beetle education, monitoring and release programs
- Erosion and sediment control workshops
- Grazing and soil health study groups and workshops

In partnership with Central Tablelands Local Land Services, Central Tablelands Landcare has been able to deliver a range of projects and support to its membership and the broader community.

Projects only made possible by collaborating with Local Land Services.

## MoU in the Southern New England firms up the bond between Landcare and Local Government

Since it formed in 1993, Southern New England Landcare has been supported by Local Government in the Guyra, Armidale, Uralla and Walcha areas. However the annual pitch to Council to seek support for the next financial year had become time-consuming, and funding was always hopeful, but never guaranteed. Landcare needed more certainty and an agreement it could rely on.

With the assistance of the Local Landcare Coordinator, Landcare was able to develop an agreement with Council to lock in three years funding. This funding equates to \$69,000 per year for three years - a massive boost for Landcare in the region that will ensure the focus can remain on harnessing the power of community.



Photo: Landcare and Armidale Regional Council (Southern New England Landcare)



## Community of Practice Support

As a core component of the Local Landcare Coordinator Initiative, the building of a Community of Practice aims to support the Coordinators, Host organisations and Regional Landcare Facilitators (RLF) to build necessary skills and knowledge to meet the program objectives as an interactive movement. This is a focus at both the state and regional scale.

The Community of Practice component, in addition to fostering a range of communication activities, has:

- Provided support for building group skills and governance via the Landcare NSW Member Services Officer and State Landcare Coordinator including the development of business guides and templates
- Supported regional scale governance workshops
- Supported Regional Landcare Facilitators to bring their networks together, and
- Provided financial support for regional Community of Practice events to be rolled out across the state.

The regional Community of Practice events are being rolled out by the RLFs. Each RLF has access to \$15,000 over three years to deliver events that bring their networks together and deliver on local priorities as decided on by the Host Organisations and Coordinators.

The event scopes are very flexible, however they are required to improve capacity to deliver against the following:

- Support and increase community engagement
- Extend the coordinators coverage and capacity to support more groups, networks and landholders
- Undertake planning, develop partnerships and secure resourcing through project grants and other sources
- Monitor, evaluate and report on their project activities
- Improve financial sustainability and long term viability by sourcing external funds
- Effectively participate in natural resource management activities that address critical agricultural sustainability and environmental issues, and
- Link to programs of Local Land Services and other government agencies to develop on ground natural resource management projects.

It is a requirement that all events complete evaluations and provide feedback to Landcare NSW for assessment.

### Community of Practice Events Across the State

Most of the regions across the state have expended a significant portion of their allocated funds and have delivered some very worthwhile events, for example:

Central Tablelands: Social media and strategic media planning training.

Central West: Stakeholder mapping. Youth engagement workshop. Social media training.

Greater Sydney: In Safe Hands training. Public speaking training. Media Skills and Comms.

Murray: Partnership development workshop.

North Coast: Professional training. Passion Mashing.

North West: Media training. Strategic planning. Social media training.

Northern Tablelands: Strategic planning. Evaluating practice change.

Riverina: Partnership development. Social media training.

Western: Governance workshop. Presentation skills workshop. Social media training. Facilitation and conflict resolution training.

**This component of the program has seen an investment of \$82,667 to date.**

### Learnings

The high level of uptake of this funding indicates that there is a need for flexible support of regionally focused activities that increase operational and governance capacity of Landcare organisations in addition to on ground project works and community capacity events.

The duplication of similar events indicates that there are some themes which may be more efficiently coordinated centrally. This should be a focus going forward.





Ocean Watch Australia hosts a Local Coordinator who works across a large part of the east coast of NSW

## Project RLF

One of the key connecting points between all the scales of Landcare in NSW is the Regional Landcare Facilitator (RLF).

There are currently eighteen RLFs working across NSW (11 EFT). RLFs are funded by the National Landcare Programme and supported by regional Local Land Services and community organisations such as Landcare networks.

Project RLF is a concept designed to focus on a more efficient and effective state-wide approach to supporting RLFs in their roles, supporting them to perform above and beyond the already high levels they are achieving at their regional scale.

The goals of the project are:

- Improved networking and communication
- Shared knowledge and learning
- Improved culture and work satisfaction
- Improved delivery of services to communities
- Improved ability to tell the story of Landcare
- A true culture of "Team RLF" in NSW.

The project has started to see the RLFs come together, however it has not progressed as far as initially intended, mainly due to time constraints.

It is proposed to bring the RLF tribe together for a strategic workshop and training session in the first half of 2018.

To help the RLFs communicate better, a "SLACK" communications forum has been established and has resulted in a number of great sharing opportunities in the short time it has been live.

## Challenges going forward

The National Landcare Program 2 (2018-2023) sets a new focus for this role, with the creation of the Regional Agriculture Landcare Facilitator position. There is a swing from facilitating Landcare community empowerment, towards delivering sustainable agriculture outcomes. Managing this change may have impacts on the LLCI and the broader Landcare movement.

## The LLCI Statewide Seminars

A key component of the Local Landcare Coordinator Initiative is the fostering of a community of practice. For the program to be a long term success the LLCI must connect hosts and coordinators across the state to share experiences, learn with each other and from each other and to build personal relationships at both the regional and state scales.

To facilitate this the LLCI program includes annual statewide seminars. The goals of these seminars are to foster that community of practice and to provide a platform to:

- Update all the host organisations, the steering committees and the coordinators on the progress of the LLCI at local and state scales
- Increase capacity and skills through training on specific topics such as not for profit governance, media, reporting and adaptive management
- Ask regionally specific questions and to provide feedback to the management team
- Provide input into the program to strengthen the case for ongoing support of the Landcare movement.

**2016 - Stockton:** The first seminar was held as a two day face-to-face workshop in Stockton on 21-22 March 2016.

This was the first major event of the LLCI and focused on introducing the new coordinators and their hosts to the various aspects of the program.

The seminar was attended by 170 coordinators, RLFs, Local Land Services staff and host representatives.

**2017 - Webinar:** The second LLCI seminar was held as a online webinar on 21 June 2017. The seminar was held remotely at 10 locations across NSW connected via a video conference facility. This was the first time that either Landcare NSW or Local Land Services had held a workshop with community in this manner.

The decision was made to not have a face-to-face seminar in 2017 to minimise the time and expense of all attendees having to travel to one central location.

The webinar focused on consolidating the progress of the LLCI and being able to report against outcomes. It also included a live Q and A panel session to provide answers to regional issues and questions.

The webinar was attended by 134 people.

### Challenges raised by the webinar

The facilitation of a statewide webinar was designed to primarily address the tyranny of distance experienced by the LLCI participants, however it raised a number of other challenges.

The primary challenge experienced was related to internet connection speed. While a significant level of effort was put into selecting venues with good internet capacity, when it came to streaming live or recorded video, many locations reported a failure in the system. To mitigate this, all the presentations and, where possible, the videos were prerecorded and provided to each location as a backup. This backup was used with limited success.

It was identified in the initial scoping of the webinar that interaction would be limited, it was going to be a lot of "talking to" rather than "talking with". One of the strategies applied to mitigate this was the concept of bringing participants to a central location in each region and asking them to undertake regionally interactive sessions. The evaluation reported that this was well received by the participants.

The main point of feedback expressed as a challenge of the webinar was in relation to the limited level of interaction between the audience and the presenters, while a "chat box" was available, participants felt it was only mildly valuable and not conducive to conversation.

Over all the webinar was a positive activity, however the value people put in face to face meetings should not be discounted.

**LLCI Seminar reports can be found on the Landcare Gateway**

**Link:** 1st LLCI Seminar Report  
LLCI Webinar Report



Landcare and having fun go hand in hand

Photo: Muscle Creek Landcare "Paddle 'n' Plant" day (Hunter Regional Landcare)

## The Gateway to Landcare in NSW

The NSW Landcare Gateway is an online home for the whole Landcare movement in NSW.

The Gateway is designed to be exactly as its name suggests, an access point for all involved or interested in Landcare.

The Gateway allows Landcare groups to create their own free website, giving them access to the capacity to share contacts, stories, news, case studies, photos and events.

The Gateway also functions as a vital tool in linking new landcarers to Landcare groups near them.

The LLCI supports the Gateway and uses it as a platform to facilitate reporting and milestone management.

Originally developed by the NSW DPI Landcare Program, the LLCI has recently been revamped to meet the more modern requirements of a complex website and the communication needs of a vibrant Landcare community.

**Gateway groups up by 157 in last 2.5 years with almost 600 news items promoted.**

### LLCI Update Newsletters

Communicating to the whole LLCI group is a considerable challenge, making that communication appropriate and user friendly is an even larger challenge.

The LLCI Update Newsletters are designed to convey the big messages from the program out to all the participants. Essentially these are the messages that are "need to know" and have a large impact on the delivery of the program.

The original format of the Newsletters were as instructions on how to meet requirements like reporting, developing case studies or recognising funding bodies in products.

The Newsletters have now evolved to be more topical, containing more stories, facts and key information.

Distributed approximately every quarter, the Newsletters also provide a on going record of the key messages going out from the Management Team, stored on Gateway, they give new Local Coordinators a library of important background information to help their transition into the Initiative.

**Link:** [LLCI Update Newsletters](#)



### Telling the Story with Case Studies

As part of building a shared knowledge base and to tell the Landcare story, the Initiative includes an action for each Local Coordinator to develop a suite of case studies each year.

The case studies are designed to be a resource that can be used in promotional activities, communication, reporting and for shared learnings.

Over the life of the Initiative over 780 case studies will be produced. They are themed: *Stronger Communities, Reaching Out, Taking Action, Showing the Difference, Building our Future, Making a Difference* and *Stronger Together*.

**There are now 424 case studies presented in the Case Study Library on the NSW Landcare Gateway.**

**Link:** [Case Study Library](#)

### Introduction of video snapshot updates

To respond to the challenge of keeping everyone in the LLCI up to date and connected to the Management Team, we have introduced the "Snapshot Update Videos".

The snapshots are presented as short, informal video blogs. Often recorded on the run, the snapshots discuss a number of relevant-at-the-time issues and will respond to any key questions being asked by the coordinators or their hosts.

The goal of the snapshot is more than just sharing information, it is to build a more personal connection between the management team, the coordinators and the hosts.

**Link:** [Snapshot updates](#)

## 2017 NSW Landcare and Local Land Services Conference and NSW Landcare Awards.

The 2017 Landcare and Local Land Services Conference, held 25-27 October, was a great success and a very valuable outcome of the Initiative. This biennial event, hosted in 2017 by the Murray Landcare Collective and Murray Local Land Services in Albury was designed to bring Landcarers and Government together to connect, share and learn.

With 344 delegates attending, the event was one of the more well attended conferences in recent years.

Featuring a range of workshops, key note presentations, plenary sessions and field trips, delegates were given access to the collective knowledge and experiences of landcarers from right across the state.

The Conference was also the platform for the Landcare NSW Muster and the 2017 NSW State Landcare Awards.

The organising committee in the Murray have set a very high bar, proving that events of great professionalism and calibre such as the Landcare and Local Land Services Conference are set to be a strong and lasting tradition.

**Link:** [NSW Conference website](#)

*“It was the first time that you could sense a real collaboration, at a state-wide level, between Local Land Services and Landcare”*

*“It was a very professional platform to present the best of Landcare and Local Land Services.*

*It was great to see so many Local Land Services staff there building relationships with Landcarers”*

Feedback given by Conference attendees

### The big issues

- The partnership between Landcare and Local Land Services at local, regional and state scales
- Linking traditional Landcare with Aboriginal Landcare and Traditional Ecological knowledge and practices, and
- Building the connection between all forms of Landcare including Sustainable Agriculture



Photo: The Champions of NSW Landcare Celebrate in Albury (Simon Dallinger Photography)



Engaging young  
Landcarers continues  
to be a priority of the  
LLCI

Photo: Intrepid Landcare Retreat Cultural Talk (South Coast Landcare)



## Progress on Sustaining Landcare

As one of the four primary components of the LLCI, the Sustaining Landcare Project, managed by Landcare NSW, aims to install a sustainable and long-term funding model that underpins the statewide services and structures that support local Landcare groups.

The goal, in Minister Blair's own words; "Budget proof Landcare, don't let it live or die on budget day".

The initial stages of the LLCI featured a concept called the "Landcare Future Fund", this was adapted very early to be called the "Landcare Trust".

It was at the time envisioned that a Trust, managed by Landcare NSW would be established and would provide a mechanism to draw financial support from government, industry, private and corporate philanthropy.

Essentially a fund to support the foundations of Landcare not to directly fund the on ground works of Landcare.

The project established a skills-based Steering Committee in early 2016 and employed a dedicated Project Manager in August 2016.

In late 2016 it was recognised that efforts to sustain Landcare had to be broader than just the establishment of a Trust entity, this led to the more comprehensive Sustaining Landcare Project.

Initially designed to be finalised in June 2017, the project was given a very concise scope. Since then the Sustaining Landcare Project has evolved to include a suite of initiatives all tasked with diversifying funding streams, building the business systems of Landcare NSW and formalising the membership approach of Landcare NSW as a statewide advocacy, support and representative body.

Some of these initiatives include:

- information systems and technology to equip Landcare NSW to operate effectively and efficiently as a virtual business hub, geared to deliver support and services to the regions which are ultimately responsible for on the ground works
- supporting and scaling the new group membership scheme including the provision of corporate governance training and the implementation of a Member Group model constitution across NSW

- development of a new website that allows for secure donations processing and a dedicated group members-only area
- updating of branding and messaging
- fundraising, marketing and sales to prospect for, and establish relationships with, appropriate Corporate and Philanthropic partners
- implementation of the communications and brand strategy to further the strategic intent of fundraising and keeping the Landcare community involved and engaged
- governance and leadership (both systems and people) for the Landcare NSW Public Fund
- financial and business systems to enable the delivery of a professional, lean member-based organisation whilst meeting new compliance requirements associated with the DGR status
- implementation of a short term auspicing arrangement with an external firm to allow for tax receipts to be available to donors while Landcare NSW's own DGR application is processing
- provision of professional financial management services for philanthropic and corporate funds to instill confidence in our partners
- hiring of Executive leadership and support to the professional team.

The new Group Membership program was designed in late 2016 and launched March 2017. In just over a year nearly 200 groups have joined the program. A key feature of the membership program is the new Landcare Insurance package which is tailored to the needs of 'care' groups across NSW. There is also interest from other States and Territories to utilise the Insurance package.

A number of 'members only' funding opportunities have been added to the Membership program which further strengthens the value proposition for Landcare NSW membership.

**More details of the Sustaining Landcare Program can be found here.**

**Link:** Landcare NSW Website



## Landcare Supporter Program

With two goals in mind, Landcare NSW has established the "Landcare Supporter Program". Those goals being to reward the members of Landcare and to diversify their funding pool.

The Landcare Supporter Program gives members of Landcare or supporters of Landcare access to hundreds of discounted offers from leading Australian retailers.

The catch is, that every time a Landcarer gets a discount on their shopping, movie tickets or fuel, Landcare gets a donation out of that discount.

Some of the discounts are up to 30% off.

It is as close to "green consumerism" as you are ever going to get.

**Link:** [Supporter Program](#)

## The Container Deposit Scheme

Landcare NSW was successful in winning the Regional Container Deposit Scheme Auditing contract with Exchange for Change. This role will see Landcare representatives perform routine inspections on the many automated and manual collection points that have been installed across NSW since the scheme started on the 1st December 2017, in exchange for a fee. This is another example of how, with the support of the Sustaining Landcare component, Landcare NSW is working to diversify revenue streams and provide funding opportunities for our member groups.

The inspections for the first quarter of 2018 are now complete, with thanks to Coffs Harbour, Manning, Shoalhaven, Tamworth, Illawarra, North Coast Regional Landcare Network, Hunter & Lake Macquarie, Far South Coast, Holbrook and Rice Growers for their diligence in completing over 70 inspections on time.

Q2 2018 will focus on new installations throughout the Northern Tablelands and Slopes, Central Tablelands, Central West, Murrumbidgee, Lachlandcare and Western regions. Planning for the second half of the year will commence shortly focusing on more remote sites across the State.

**Landcare**  
New South Wales

The Landcare NSW supporter program offers a range of discounts and benefits from leading Australian retailers, and puts the **power to save and donate in your hands!**




## Accelerating the Business of Landcare Support

The Local Landcare Coordinator Initiative highlighted the need for the central support mechanism of Landcare NSW to develop a sustainable funding source for the services and structures needed by the Landcare movement.

As mentioned earlier in this report, the Sustaining Landcare Project was set up specifically to establish the foundations and to research and create mechanisms for achieving a self-sustaining Landcare model that:

- supports Landcare volunteers, coordinators and state support functions
- is entrepreneurial, and
- derives investment from diverse community, corporate, philanthropic and government sources

The project completed its foundational stages in mid 2017.

It was at that time that Landcare NSW approached the NSW Government with a business case that called for an injection of \$2.2 million over two years, to not just transition from the initial stages of the project, but to accelerate the achievements made to date.

As part of the case for support, Landcare NSW has communicated its adopted philosophy of the need for more than just systems, but for actual infrastructure.

This means that to achieve its goals it needs the right strategy, people, technology and processes in place. The lack of anyone of these elements will result in a failure to succeed.

In June 2017 the NSW Government agreed to invest \$1.1 million on the back of the business case. It was also identified at this time that an additional \$1.1 million might be available in the following year, should Landcare NSW show significant progress and return against the set goals outlined in the business case.

Landcare NSW has been asked to deliver against these six key performance indicators:

**1. Recruitment:** The business case identified the need for a number of key staff to be recruited, specifically a Chief Executive Officer. Landcare NSW has never had a CEO and this was noted as their highest priority. The CEO is tasked with supporting the growth of support structures, leadership of entrepreneurial avenues and supporting fund raising efforts.

**2. Externally Sourced Revenue** - diversifying the funding base for Landcare support is a critical goal for Landcare NSW and the project.

**3. Landcare NSW Membership** - the business case recognised that for Landcare support services and infrastructure to grow, it needs a broad and formal membership.

**4. Capacity to Attract Donations** - the business case and the initial stages of the Sustaining Landcare Project identified that without the capacity to resolve issues around the provision of tax invoices for donations, it is almost impossible for Landcare NSW to effectively fundraise.

**5. Governance** - it was identified in the business case that for Landcare NSW to evolve into a more modern and complex organisation it would need to improve its governance capacity.

**6. Improvements in Services to Landcare Community** - ultimately this is the core goal of all Sustaining Landcare efforts. To be able to provide improved central support services to the Landcarers of NSW.

As this phase of the Sustaining Landcare Project rolls out, additional reporting of its progress will be developed.



## Focusing on the Challenges Landcare sees as a Priority

The challenges facing Landcare are complex, broad and varied in scale. The LLCI continues to focus on empowering Landcare to face and overcome their challenges, however there is more time needed.

Many of the challenges that are raised as part of the reporting and Community of Practice are challenges that have faced Landcare for years. While the LLCI has gone a significant way to establish momentum in overcoming them, there is still a long way to go in many areas.

We are seeing a distinct trend in the increased capacity and health of groups across NSW enabled by the program, including an increase in the number and variety of groups that have emerged.

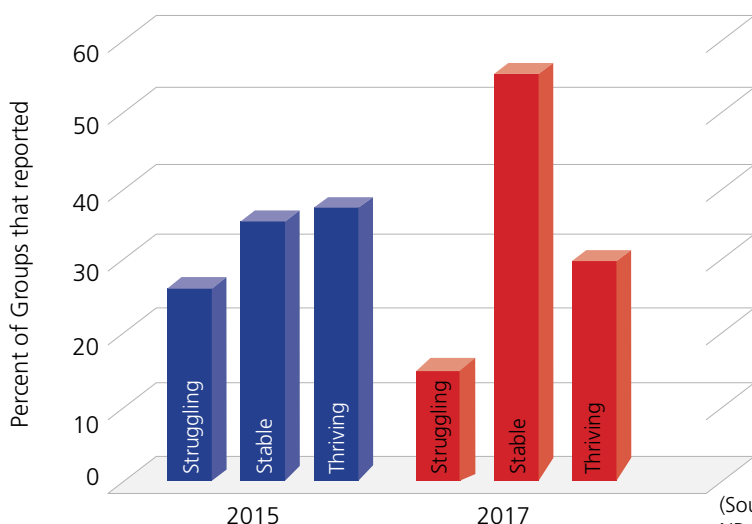
We are also seeing a stronger recognition of the value in networks and district scale Landcare organisations with many smaller groups aligning themselves with larger networks.

Many of the challenges facing Landcare have traditionally been in relation to funding, however we are seeing a surge in the issues around the capacity to collaborate and exist.

There is an increasing trend in funding bodies, to require community engagement as a means to test decisions and priorities, however there is a parallel trend in the tightening up of funding to simply “ensure existence” of these community groups.

We are now at a point where there is a significant risk, that in a few short years there will be no organised community in some areas to collaborate with. That is now the true challenge facing Landcare into the future.

Group and sub-group activity pre and at mid point LLCI



(Source: LLCI Host Organisation Applications 2015 and Report Card 1 2017  
NB: Not complete data set, indicates trend)

### **We Asked: What are the current challenges your organisation is working with the LLCI to overcome?**

(Question posed in Report Card 1 2017)

“Developing strategies for drawing on a greater and more diverse volunteer base. Progress is being made. The time required to fulfil the organisations admin and governance requirements is great.

We are moving away from adhocery, to building a action plan, and to find suitably skilled members of the community to provide support to for planning and delivery”

Far South Coast landcare Association

“Our region is undergoing significant change for a range of reasons.

Larger farms, less farmers, variability of irrigation water supply, understanding water markets and the complexity of irrigation farm management are the main challenges communities face.

Through Erika’s (LLC) role we are able to improve the value for membership that our members receive. Erika’s connection with Murray Landcare enables our organization to collaborate, find and help secure funds for important projects that build skills and knowledge of our regional community.

These projects then assist the adoption of new farm business and sustainable land management practices that help overcome these challenges. In terms of farmer confidence in farm decision making and business performance progress is being made”

Ricegrowers Association of Australia



A strong contingent of the LLCI program attended the 2016 National Landcare Conference in Melbourne



Photo: National Conference Field Trip (Landcare Australia)

## Reporting for the LLCI

As part of the Local Landcare Coordinator Initiative, Host organisations and Local Coordinators are required to complete a number of reporting tasks.

These reports are not only critical to provide a level of accountability against the significant investment of public money made into the Initiative, but are very important as both a reflection mechanism and a way to tell the story of Landcare.

The reporting cycle is six monthly, due in May and December. The reporting required by the Initiative is:

**Host Financial Position:** Designed to give the Initiative confidence that each host organisation is meeting its obligations under the LLCI and to help manage any risks. It should stimulate a reflection point for the host, to ensure they are in an appropriate financial position.

**Contacts, Progress and Outputs:** Referred to as "Part 2", this report asks the Hosts and Coordinators to ensure their contacts are up to date, report on any Community of Practice events they have participated in and to give an update of any benefits or challenges they are experiencing with the program in that six monthly period.

**Annual Plan Review:** Having a strong and effective work plan is a very important component of the Initiative. The LLCI asks that these are reviewed on a six monthly basis and used as a method of keeping track of outcomes and priorities, but also as a way of planning ahead the resources they may need.

**Case Studies:** A foundation goal of the Initiative is an improved capacity for Landcare to tell its story, to share its lessons and to learn from each other. The case studies, submitted annually by each Coordinator are a key tool in delivering that outcome.

**Annual Report Cards:** As described on this page, report cards are an annual event to collect key data about Landcare.

### The Landcare Census and Host Report Cards

The Annual Report cards are not just reporting for the LLCI, rather they are an important method of data collection that will assist to build the case for a supported Landcare now and into the future.

It was intended for there to be three report cards to be completed annually, however they have taken considerably longer than anticipated to develop. This delay is due to efforts to ensure that they provide a platform that would be effective and simple to fill out and be a resource to utilise for the group's own purposes.

This data is utilised by the Sustaining Landcare Project to build its case on the range, scope and effectiveness of Landcare in NSW.

**Report Card 1: Census** - A census of Landcare groups supported by the LLCI program, measuring changes that occur across the life of the program and a clearer picture of who is Landcare.

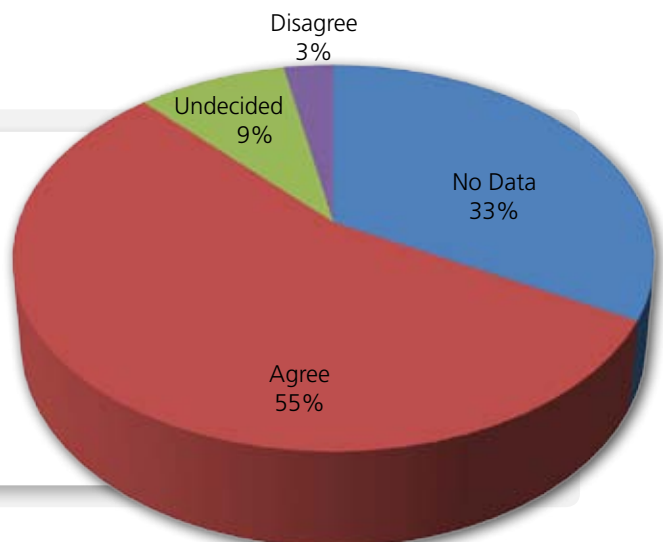
**Report Card 2: Capacity** - A survey designed to measure the various capitals that contribute to the capacity of the Host organisation including committee governance.

**Report Card 3: Activity** - A snapshot of the level of activity groups have the capacity to implement as indications of vibrancy and value.

Snapshot from Report Card 2 - 2017:  
Regional Networks reporting improved connectivity

*Question: We have increased the number of partnership activities/projects with one or more of the other participants in our Regional Community of Practice.*

(Source: Report Card 2 2017 - 23 responses from all host organisations)





### **Annual Action Plans - Not Just Reporting**

*“Strong planning is one of the most important tasks anyone or any organisation can undertake to ensure success.”*

The LLCI asks all Local Coordinators and their hosts to develop, review and implement an annual plan. This annual plan should be developed as a plan for the organisation as well as the individual coordinator.

The LLCI reporting requirements are that each Host must submit a reviewed Annual Plan with each Six Monthly Report in May and December. The LLCI participants are encouraged to consider their an Annual Action Plan as more than just reporting - it is about driving success now and adapting to continue to drive success into the future.

The Annual Plans are reviewed when submitted each six months and provide an insight into not only the level of activity being undertaken across the state, but also the level of capacity in our Coordinators and Hosts to recognise the importance of linking their actions to goals.

Since the initial submission of the first Annual Plans there has been a marked improvement in the vast majority of the subsequent plans. For the most, it would appear that the plans are being used as intended and are not living on shelves. There is however a number of clear areas to grow. The challenge for the program is installing good planning as a “business as usual” activity that will carry on well after this or any future LLCI programs.

## Reflecting on Reporting for LLCI

The success of the reporting process across the Local Landcare Coordinator Initiative has been varied.

In the period since the first reporting was submitted we have seen examples of exemplary reporting completed by some hosts and coordinators, and we have seen areas where reporting does seem to miss the mark for various reasons.

In some areas it would appear that the key to effective reporting and the development of high quality annual plans is a supportive, professional and importantly; engaged committee. There are also areas where the "splits" of the coordinator funding do mean that the reporting time burden is a greater proportion of the time available. In most cases where this is true, reporting has relied on a central coordinator, often the Regional Landcare Facilitator (RLF). It should however be noted that this is not specifically the role of the RLF and has in some cases actually lead to local contention around the RLF's priorities.

It may be the case that reporting needs to reflect more closely the time allocated to each Local Coordinator.

There has been a level of persistent confusion around reporting and what reporting is required. While many hosts and coordinators have adopted the required reporting, there does still remain a certain number that do not seem to be able to get it just right.

The additional Census and Host Report Cards appear to have greatly added to confusion around reporting requirements in some cases. The December 2017 reporting period was the most significant example of this, it was the period with the lowest "on-time" submission rate of reporting. Many of the "late" reporters commented that the release of the 2017 Host Report Card in December confused them about which reporting was in fact due.

Annual plans make up one of the most critical aspects of the reporting, as discussed earlier, we view them as more than reporting but as a way to support best practice. We have seen a general improvement in the quality of the plans submitted. We have found that when Landcare groups or networks are clear about their purpose, goals and actions, they tend to be able to better connect with wider audiences outside of traditional Landcare and play a bigger role in bringing community together. This gives us confidence that the plans are highly valuable.

While every attempt has been made to install a simple reporting process, the actual word "reporting" has seemed to be considered an impediment. Going forward it is recommended to review very carefully the terminology used.

Thought will be given to more appropriate naming of the reporting parts. For example, "Part 2" may be renamed "Your Say". With less emphasis on the semantics of reporting and a shift toward an inclusive compulsory feedback loop.

The reporting portal on the Gateway website is proving to be a success and will be considered for expansion into the future, with a focus on improving the ease of submission and collation.

Improving the clarity around who should be doing the reporting and what it is used for will be a focus going forward.

The development of the evaluation component of this report has also exposed areas where we have not been collecting enough data, resolving this will require some changes in the questions asked in the reporting templates.



Photo: Armidale High School Black Creek BushCare Group (Armidale High School)

## Potential Impacts of the National Landcare Program 2

The Australian Government's National Landcare Program (NLP) is about to enter its second phase, this new phase brings with it new opportunities and the potential for significant change in the spheres of both Local Land Services and Landcare NSW.

Both Local Land Services and Landcare in NSW have over the years drawn significant proportions of their funding from the NLP and its predecessors including the Caring for our Country program.

The Landcare Baseline Study (Feb, 2017), published by the NSW Natural Resource Commission reports that in the financial year ending 2015, 98% of funding provided to Landcare via Local Land Services came from NLP and Catchment Action NSW funding.

A total of \$17.04m was invested in Landcare and community groups in this year via Local Land Services. Of that \$14.33m was for project grants, \$2.63m for dedicated support staff (such as coordinators) and less than \$0.07m for other support. This is an approximate reflection of funding splits in place over the years following 2015.

Of the \$17.04m, approximately \$9.4m came from Australian Government programs (approx. 55%).

The question going into the 2018-2019 year and beyond is: what impacts will the new NLP have on; how much money is invested into Landcare?

There are six primary concerns that need consideration in relation to Landcare and the NLP 2, ultimately they relate to potential reductions in the capacity to fund general Landcare support including Local Coordinators:

- 1.** The total funding pool is approximately the same, however it is now over a five year period as opposed to four years. Equating to a 20% net reduction in funding.
- 2.** The application process is now openly competitive and has been rolled out in the form of a tender submission. This brings massive challenges which include a lack of experience in tender preparation by community and Local Land Services, and no indicative funding levels to guide program design or provide any ongoing clarity.
- 3.** The NLP is significantly more focused on delivery of tangible outcomes against set priorities and goals. This is especially true in the Environment Streams where targeted priorities are clearly defined and in most cases physically

mapped. The Sustainable Agriculture Streams are less prescriptive however are still very focused on agricultural outcomes.

- 4.** The definition of the Regional Agriculture Landcare Facilitator is stricter than its predecessor and has a much tighter focus on the delivery of sustainable agricultural outcomes. There is a change in the role the position plays in general support of Landcare Community Groups. This may however prove to be an opportunity in linking other forms of community groups with Landcare.
- 5.** The tender process has seen some variation across the regions in relation to not only how they are approaching the development of NLP programs but also in how organised community support will be funded via the NLP. This variation includes how Local Land Services consult with, partner with and deliver investment to organised groups. Variations that are influenced by the differences in the Landcare community in the area, the priorities of the regional Local Land Services and the defined priorities of the NLP.
- 6.** There is a reduced opportunity for general support for Landcare capacity, that may see areas where delivery of the Local Landcare Coordinator Initiative is impacted. This is especially the case where Local Coordinators are partly funded by both the NLP and the Local Landcare Coordinator Initiative.

Across NSW, there are varied levels of risk to Landcare. However because of the above issues, there is high risk in areas where individual Landcare groups who may have in the past received large amounts of general support, will be at risk of not receiving funding as their area of influence or local priorities may not align with those of the NLP projects.

There is also risk associated in cases where larger scale regional networks have managed large general support and project funding in the past and are now in a situation where they cannot link directly to project based funding.

At the time of writing, an accurate figure on the support provided to Landcare under NLP 2 could not be provided.

**At least 22 Local Landcare Coordinators supported by the LLCI are jointly funded by the National Landcare Program.**

**Link:** [NRC Landcare Baseline Study](#)

## Key Lessons Going Forward

The results in the Local Landcare Coordinator Initiative Dashboard and the individual Component Report Cards show that, against the indicators we have set, the program is performing extremely well.

The results show that the coordinator program has to a large extent supported and allowed for strategic regional collaboration between Landcare and Local Land Services, substantially building on state and regional program deliverables.

There now appears to be a greater understanding of where the synergies lie between the two organisations and how their differences actually compliment the activities of the other.

The program has shown so far, the importance of a central support and empowerment resource. The joint management approach and the support resources built into Landcare NSW and Local Land Services have been utilised significantly at; operational scales and the higher level strategic collaboration scales. It has been shown in other like programs as well that central support is critical.

As part of this evaluation, every day engagement and formal reflections, there are some key areas that have come to light as needing consideration going forward.

### Reporting:

As reflected on earlier in this report, there is room for improvement in the way we collect reporting as part of this program and the way that we use that reporting. A focus going forward will be on improving reporting systems and ensuring that reporting is fit for purpose not just a "tick a box" item.

### Regional Collaboration:

It is very clear to this program that regional support and collaboration is very effective at improving the results and effectiveness of the Local Coordinators and their hosts.

The level of "regional collaborative capacity" needs to be highly valued in this program and any other Landcare programs going forward. In places where we have seen either host organisations, executive officers or RLFs providing very strong central collaborative support, we have seen the most success and the strongest concept of "Community of Practice". It may be the case that specific regional support positions would be beneficial.

### Structures:

We have seen in the program a range of "splits" being applied in the design of supported positions. There are examples where a single role is full time and takes advantage of two of the 0.5FTEs provided. There are also examples where the component of a role supported by the LLCI can be as little as 0.125FTE.

It should be considered the level of split that delivers the most effective service to community. For example a too "finer" split may in fact cause negative effects, it means that things like the time/reporting balance is harder to manage and the ability to meet minimum services can be effected.

One of the common outcomes of the initiative is the leveraging of the time provided by the Initiative with time provided by other investors. This in many cases provides a significant boost in the value of the role. However it is also the case where too finer leveraging of the EFT provided by the Initiative can be counter effective or at best increase the risk associated with the position. We have seen as part of this program very fine level leveraging against other funding that is not secured. If there are changes in the other funding it has potential to expose the LLCI component of the role to risk.

It may be the case that consideration should be given into the future about minimum splits of EFT to ensure real effectiveness.

### Systems and Approaches:

Under the Initiative there was guidance given to the hosts in relation to employment conditions and approaches, however these were not set requirements. We have seen a varied range of approaches taken.

In some cases this seems to work, however in others we have seen variation in pay scales and entitlements. In at least one case this has ultimately lead to legal concerns.

We do also see variations in the hours some Coordinators are working in relation to the granted amount to the host. While each individual host is its own organisation, it may need to be a consideration going forward that more defined guidelines are set around pay scales.

These guidelines may also need to extend to minimum standards of WHS and management approaches to not only reduce risk to the program and Landcare itself, but to ensure a fair and even playing field.



## The Process Going Forward

This progress report has showcased a number of the great achievements, delivered via the components of the Initiative and of course the efforts of the Landcarers themselves.

This report has focused very specifically on evaluating the mechanics and progress of the Initiative and its components to provide a very important foundation to apply adaptive management changes and importantly to start evaluating against the strategic goals of the Initiative.

In the design stages of the Local Landcare Coordinator Initiative it was identified that delivery against the strategic goals would only really be possible to evaluate towards the final stages of the program. It was also acknowledged in the Evaluation Framework for the program, that the desired final goals of the program may be delivered some years after the investment delivery. "The achievement of the vision will be supported by broader change processes which the program will contribute towards, but not be held accountable for achieving alone" (LLCI evaluation framework, Clear Horizons).

The information and observations collated to this point would indicate that the program is making significant progress toward the overall goals of a valued, capable and resourced Landcare with significant partnerships established.

Over the life of the Initiative, efforts have been made to collect data across a suite of topics and themes. Data has been collected in the form of quantitative results and measures, but also in many qualitative forms.

We have gathered reflections and opinion from a range of participants in the program, we have undertaken surveys and interviews, feedback forms and had many conversations. This included a comprehensive evaluation session held as part of the 2nd Statewide LLCI workshop with significant input from coordinators and facilitators in each region, collated into a report framed around these Key evaluation questions.

All of these data points have provided knowledge and evidence for us to use to evaluate the overall impact of the Local Landcare Coordinator Initiative at this point in time; and the impact of a supported Landcare movement.

The evaluation of the components of the initiative have shown that overall we are seeing success.

And as highlighted in previous sections in this report, we have identified areas where we need to make improvements.

### The next steps from here:

- A series of operational workshops to design changes in the mechanics of the Initiative, specifically to address the key lessons reported on in this document, the first set for May 2018
- A facilitated workshop with the Joint Management Committee, set for June 2018, to consider some of the higher level lessons and challenges that will need to be addressed
- A focused evaluation process of the strategic goals, including a reflective process against the Initiative's evaluation framework
- A series of consultation workshops and discussions with participants of the Initiative
- Consultation with other key stakeholders, including the NSW Natural Resource Commission
- A specialist Environmental Economic Impact Snapshot has been commissioned of four district/regional networks to demonstrate the return on investment of this program.

The final program report, due for completion towards the conclusion of the Initiative, will report findings from these evaluation and future planning steps.



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