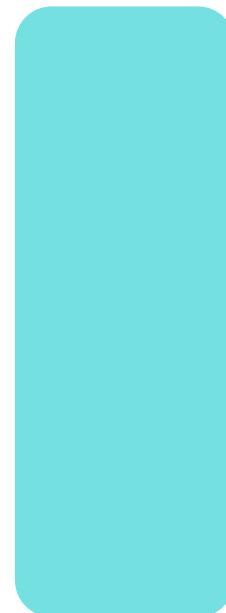




Communication Strategy

2017-2020 - INTERIM



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Purpose of this Document

The purpose of this document is to set out a strategy for communicating the messages of Landcare in NSW and Landcare NSW Inc to our key audiences. This document is intended for the use of Landcare NSW and anyone communicating on behalf of Landcare in NSW.

It is subordinate to the Landcare NSW Strategic Plan (2014-17) and complements the Landcare NSW Business Plan (2014-17), the Landcare NSW Trust Development and the Sustaining Landcare Program plans. The latter two programs are managed in collaboration with NSW Local Land Services.

Communications Goals (Strategic Plan (2014–17))

The Landcare NSW communication goals embodied within the Strategic Plan (2014–17) include:

- To communicate with local groups about the activities of Landcare NSW
- To facilitate communications among and between Landcare groups and individuals
- To promote the Landcare movement to stakeholders and the community
- To enable the Landcare movement to take united action because of a common understanding of issues and awareness of tactics
- To enable representatives of local groups to attend Landcare Musters to facilitate communication
- To ensure Landcare's position on a range of issues is clear and well-publicised

About Landcare in NSW

Landcare is a community-based approach to managing and restoring Australia's natural environment, improving the sustainability of agricultural activities and building the resilience of communities. Landcare refers to any community-based group operating in the sphere of sustainable agriculture and natural resource management in NSW and includes, but is not limited to, groups that describe themselves as Landcare, Bushcare, Coastcare, Dunecare, friends of groups or producer groups. The Landcare movement includes urban and rural volunteers, landholders caring for their land and professional staff working towards a common goal. It includes the young and the old, big and small farmers, croppers and graziers, academics and labourers, retirees and many more (eg. 10,000 urban residents in Sydney) who focus their efforts on caring for the land.

About Landcare NSW Inc

Landcare NSW is the membership organisation, whose members are predominately groups of Landcare volunteers at the local or grass roots level, but also regionally and state-wide. Landcare NSW was formed by the grass-roots membership in 2007 to give the Landcare community a voice at State and national level. The Landcare NSW Communication Strategy and its implementation involves the membership at all levels and aims to be inclusive and supportive at all levels of Landcare in NSW. This strategy aims to reinforce the role of membership in that process. Above all Landcare NSW is a people organisation.

Landcare NSW was established as a not-for-profit State entity in 2008 to:

- represent the 3,000 Landcare Groups and 60,000 Landcare members across the State of NSW at a State level. It also assists regional Landcare representation at a community level (eg. to local government), and through the National Landcare Network at a Federal level;
- support local Landcare Groups and individuals working on a diverse range of national, state and local environmental issues, including; soil erosion, water quality, carbon sequestration, habitat for rare and endangered species, and more sustainable agricultural practices on both private and publicly owned lands;
- support the responsible 'business' operations of local Landcare Groups working on community or individual landholder projects, their accountability to any staff engaged, to their members and to government agencies for access to public funding;
- promote the good works of Landcare Groups and individuals across the state, to Government, the community and to business and to recognise exceptional contributions through Landcare awards, and to
- manage funding support from the community, government and philanthropic organisation to realise the above Landcare NSW goals.

Landcare NSW Communications

While Landcare NSW and Landcare in NSW are inextricably linked, there are some discrete differences in the communication about Landcare NSW as an organisation and Landcare in NSW more broadly. In similar context, there are both similarities and differences in Landcare NSW internal communications with its members and associates and with communications with Landcare NSW's external audiences. The Landcare NSW's communications task is multi-dimensional with some platforms, eg. web pages and Facebook, fulfilling multiple objectives with multiple audiences.

Landcare and the caring hands logo is a trusted brand, is very well-known and has strength in its credibility and brand awareness. However has become somewhat dated and stale over recent years. This strategy can assist in reinvigorating the brand and show that Landcare NSW is still relevant and a leader in the landcare movement. Some of the challenges we face in communication are related to the association of Landcare with Government. The word Landcare is in the Federal Government's NRM funding program – so there can be the misconception that Landcare *is* Government. The challenge is to clearly communicate that Landcare NSW is not government; but in fact, a grassroots community movement. Another major challenge is that Landcare Australia Limited (LAL) own the Landcare brand and are responsible for national communication on Landcare. Unfortunately, the Landcare community has no say in how this is done. This is directly relevant to the current setting of this communications strategy.

Landcare NSW Key Audiences

Landcare NSW has a diverse audience, including volunteer members, leading business people and Ministers of State, with whom it communicates through face to face communication, traditional publications, websites and social media, etc.

Table 1. Landcare NSW key audiences across the various groups for internal and external communication.

Landcare NSW Groups & Members	Landcare Nationally	Government, Parliament, Local Councils	Industry	Community Partners	Community / General Public
<ul style="list-style-type: none"> Landcare NSW Council Landcare NSW staff Landcare member groups Other 'Landcare' related groups District Networks Individual members Regional Landcare Body or Collective Regional Landcare Facilitators Local Landcare Coordinators Academics/scientists 	<ul style="list-style-type: none"> National Landcare Network Landcare Australia Ltd Other State & Territories Landcare 	<ul style="list-style-type: none"> NSW State Government including LLS, OEH, DPI, NRC, Office of Local Government State and Federal MPs and staff Local Councils, local government association Ministers & staff Shadow Ministers and staff Federal government agencies in environment and agriculture who are responsible for National Landcare Program (via NLN) Federal Ministers and Shadow Ministers NSW Parliamentary Friends of Landcare 	<ul style="list-style-type: none"> Landholders Agricultural Industry Bodies Industry Corporate partners NSW Farmers Assoc. 	<ul style="list-style-type: none"> Service clubs Local businesses Potential sponsors Philanthropic trusts & foundations Corporate partners CWA (NSW) ACF and other environmental orgs 	<ul style="list-style-type: none"> NSW general public/community Potential/future Landcare members Donors and prospective donors General volunteers Media

Landcare Key Messages

When we are talking about Landcare NSW specifically, the following messages are key:

The Primary Message is:

Landcare NSW, empowering local communities to create a legacy of sustainable environmental, social and agricultural practices.

Secondary Message Matrix:

When communicating with the varying audiences that Landcare NSW engages with (Table 1), it will be necessary to support the primary message with some more specific secondary messages, the below message matrix.

Table 2. Message matrix of secondary supplementary and supporting messages to be used in communications with particular audiences.

Audience	Message/s
Landcare NSW Groups and Members	<ul style="list-style-type: none">• By supporting individual groups and facilitating collaboration, Landcare NSW strengthens the Australia-wide movement of Landcare in all its elements.• Landcare NSW respects the diverse views, needs and priorities of our Group members, and their individual Landcare members;• Landcare NSW provides a representative voice, member services and support for the State's Landcarers.• Through working together, either as a local Landcare Group, sharing local knowledge, resources and grant funding, or as a broader community supporting and funding Landcare activities, we can achieve more than is possible by working alone;
Landcare Nationally	<ul style="list-style-type: none">• Landcare NSW represents 60,000 Landcarers in some 3,000 Landcare, Bushcare, Coastcare and Dunecare Groups, and other like-minded groups, across the length and breadth of NSW who volunteer their time to make a difference in our community (many hands, one voice for Landcare in NSW).• By supporting individual groups and facilitating collaboration, Landcare NSW strengthens the Australia-wide movement of Landcare in all its elements.• Landcare NSW provides a representative voice, member services and support for the State's Landcarers.
Government, Parliament, Local Councils	<ul style="list-style-type: none">• Landcare NSW represents 60,000 Landcarers in some 3,000 Landcare, Bushcare, Coastcare and Dunecare Groups, and other like-minded groups, across the length and breadth of NSW who volunteer their time to make a difference in our community (many hands, one voice for Landcare in NSW).

	<ul style="list-style-type: none"> • Landcare members include academics with specialist knowledge, professionals, multi-generational farmers, private landowners, retirees, mums and dads and their children, all with local knowledge and commitment, and all volunteering their time to improve their environment, their community and our lifestyle; • By supporting individual groups and facilitating collaboration, Landcare NSW strengthens the Australia-wide movement of Landcare in all its elements. • Landcare NSW is able to bridge the middle ground between landholders/farmers and environmentalists. • Landcarers work on both public and private lands across NSW. Our members build communities by protecting, repairing and regenerating local beaches, parks, waterways, erosion gullies, habitat for rare and endangered species and regional landscapes. We respond to the social needs of our communities with teams of volunteers who learn, share, connect and inspire change in the challenges faced by our communities.
Industry	<ul style="list-style-type: none"> • Landcare NSW represents 60,000 Landcarers in some 3,000 Landcare, Bushcare, Coastcare and Dunecare Groups, and other like-minded groups, across the length and breadth of NSW who volunteer their time to make a difference in our community (many hands, one voice for Landcare in NSW). • Landcare NSW is able to bridge the middle ground between landholders/farmers and environmentalists. • Our Landcare support network includes many well qualified women in rural and regional NSW many of whom are working part-time with Landcare as they balance their work / family life; • Landcarers work on both public and private lands across NSW. Our members build communities by protecting, repairing and regenerating local beaches, parks, waterways, erosion gullies, habitat for rare and endangered species and regional landscapes. We respond to the social needs of our communities with teams of volunteers who learn, share, connect and inspire change in the challenges faced by our communities.
Community Partners	<ul style="list-style-type: none"> • Landcare NSW represents 60,000 Landcarers in some 3,000 Landcare, Bushcare, Coastcare and Dunecare Groups, and other like-minded groups, across the length and breadth of NSW who volunteer their time to make a difference in our community (many hands, one voice for Landcare in NSW). • Landcare NSW is able to bridge the middle ground between landholders/farmers and environmentalists. • The benefits of Landcare actions on private properties are also diverse, some can be captured by the landowner, but many including clean air, clean water and habitat for rare and endangered species accrue to our community as a whole, ie they are long term public benefits; • Our Landcare support network includes many well qualified women in rural and regional NSW many of whom are working part-time with Landcare as they balance their work / family life;

	<ul style="list-style-type: none"> • Landcare is increasingly attracting youth to its ranks thereby conveying knowledge and skills for future generations; Landcare is trusted, dynamic, resilient, sustainable and has a strong track record of achievement since established in NSW in 1989; • Landcarers work on both public and private lands across NSW. Our members build communities by protecting, repairing and regenerating local beaches, parks, waterways, erosion gullies, habitat for rare and endangered species and regional landscapes. We respond to the social needs of our communities with teams of volunteers who learn, share, connect and inspire change in the challenges faced by our communities.
Community / General Public	<ul style="list-style-type: none"> • Landcarers work on both public and private lands across NSW. Our members build communities by protecting, repairing and regenerating local beaches, parks, waterways, erosion gullies, habitat for rare and endangered species and regional landscapes. We respond to the social needs of our communities with teams of volunteers who learn, share, connect and inspire change in the challenges faced by our communities. • The quality of the environment in which we all live and work is of direct or indirect value to us all; • Mistakes in the settlement and environmental management of our landscape may have been made in the past, but let us not attribute blame but work together, using the best available knowledge, to create a better future for ourselves, our children and our grand-children; • Our Landcare support network includes many well qualified women in rural and regional NSW many of whom are working part-time with Landcare as they balance their work / family life; • Landcare is increasingly attracting youth to its ranks thereby conveying knowledge and skills for future generations; Landcare is trusted, dynamic, resilient, sustainable and has a strong track record of achievement since established in NSW in 1989;

Future Messaging:

This Strategy is provided as an interim strategy because in the foreseeable future there will be a review of Landcare NSW's broader strategic plan that will require additional or adapted messages for focus areas such as:

- *Getting a new LCCI funded post 2019*
- *Building a new supporter base*
- *Attracting philanthropic funding*
- *Motivating and bringing along the Landcare community*

Supporting Photography / Imagery / Video Footage

Photographs and other images used in Landcare NSW communications should reflect the wide range of landscapes, activities and people involved in Landcare within NSW. They should be chosen for their quality, to reflect diversity, people in Landcare and to help relay the key Landcare messages (above).

Landcare NSW will seek the collaboration of its broader membership to build up a library of photo images and tapes. All photographers will be appropriately referenced.

Consent to use photos containing people will be sought. Parental consent will be sought for all photographs including children.

Key Communicators about Landcare in NSW

There are many elements to communicating about Landcare in NSW, there are some key communicators who carry the messages forward:

- Landcare NSW Chairperson – the principle / lead Landcare NSW communicator. The Chair is the only one who should do media and should be the main person who talks to senior government officials or MPS at the State level.
- Landcare NSW Councillors – leading Landcare NSW communicators in their representative regions, or on specific issues
- Landcare NSW Staff – including the State Landcare Coordinator role in communication with regional and local Landcare coordinators
- Regional Landcare Facilitators
- Local Landcare Coordinators
- Landcare regional, district or group executives / committees
- Local Landcare members, including Bushcare, etc members.

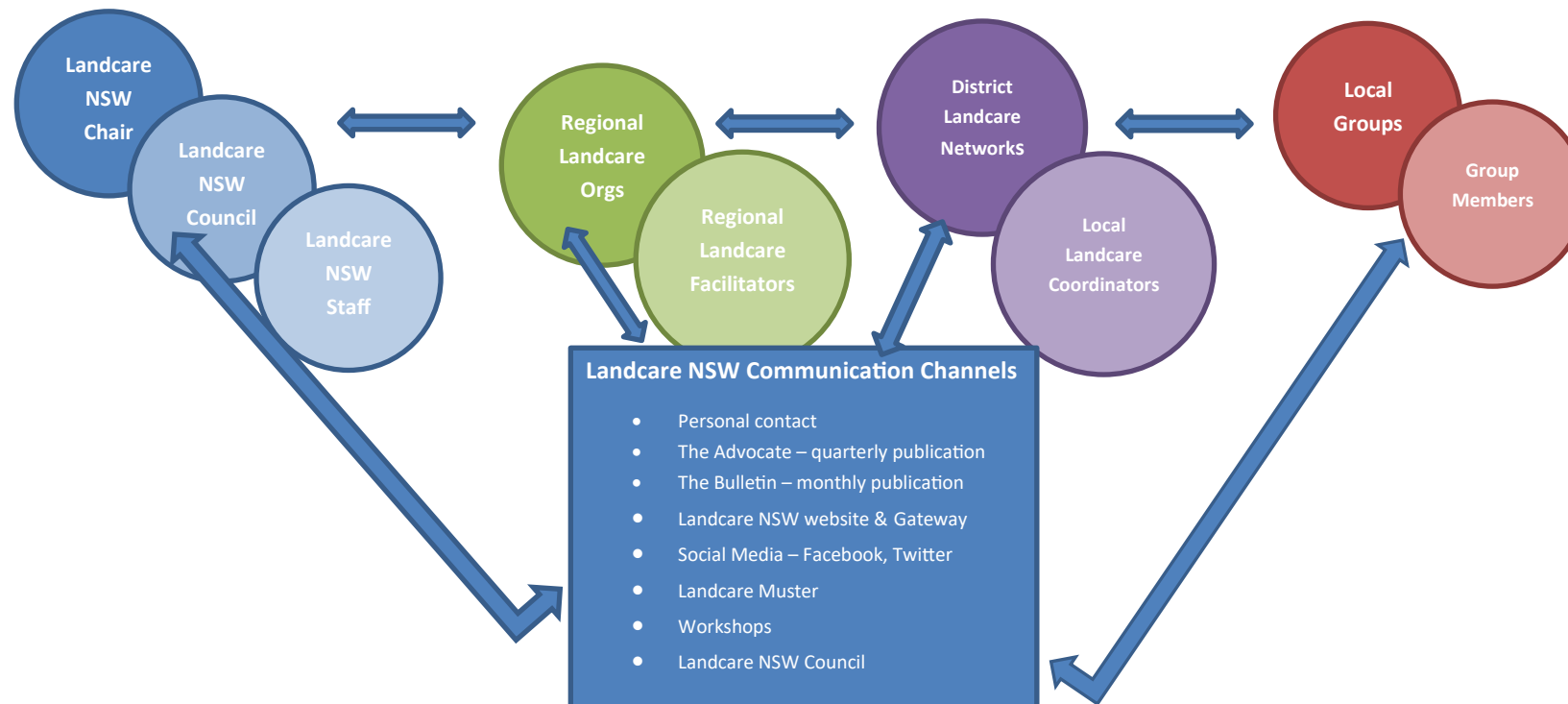
Communications Plan

There are two facets of communication critical to this strategy, Landcare is a broad entity and it is important that we have good **internal communication** and that we present a united front in our **external communications**.

Internal Communication

Effective internal communications between Landcare NSW, including Landcare NSW Chairperson, Landcare NSW Councillors, Landcare NSW Staff, Regional Landcare Facilitators, Local Landcare Coordinators, Landcare regional, district or group committees and Landcare members is crucial to the efficient operation of the organisation, Clear and effective internal communication will enable Landcare NSW to convey unified and consistent messages to external audiences.

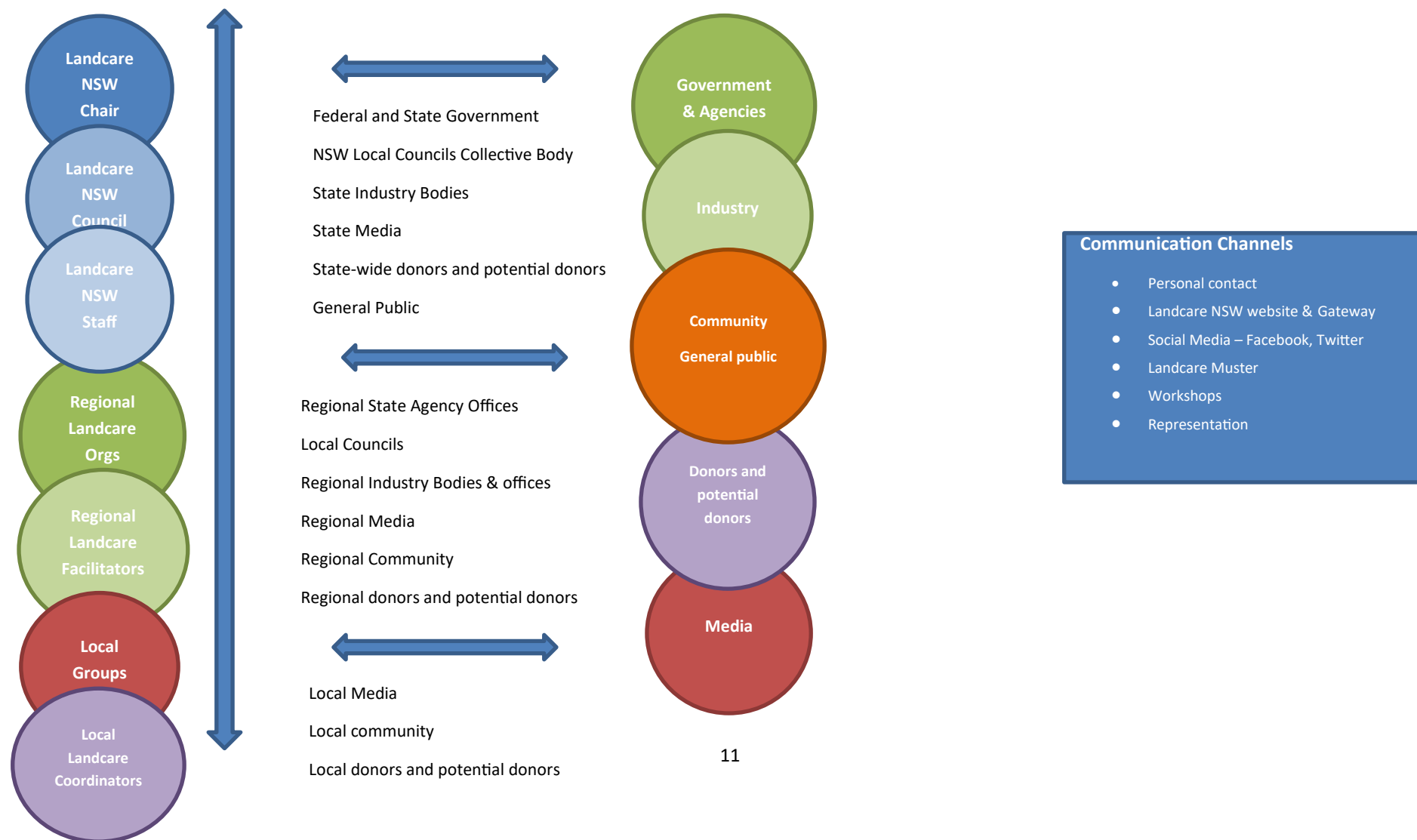
Figure 1. *Internal communications pathways for Landcare NSW*



External Communication

Landcare NSW has a diverse external audience, including State Ministers, leading business people, related community and industry organisations, philanthropists and individual community members. It communicates with this audience through face to face communication, traditional publications, events, websites and social media. The following table draws together the detail of the strategy, ie. the audience, the responsible person/s in Landcare NSW, the timing, the messages and the communications platforms through which Landcare NSW will undertake our communications over the next few years.

Figure 2. External communications pathways for Landcare NSW



Landcare NSW Communications ACTION PLAN

Table 3. Landcare NSW specific action plan for communication.

Channel & Action	Outcome	Audience	Timeline	Lead/Support
Landcare NSW (external) website Redevelop Landcare NSW (external) website – more user-friendly	Easy access to accurate information for all stakeholders / ability to search for required information across related network sites Enhanced user experience and functionality Reduction in organisational printing and postage costs through greater use of digital/web to communicate with key stakeholders Better / more functional links to regional and group independent websites Key Landcare supporters have a comprehensive picture of the achievements of LNSW and of Landcare in NSW	Community Donors Industry Government / Agencies Landcare NSW Staff	Weekly updates and news posts as/when required	Landcare NSW Communications Officer
NSW Landcare Gateway website Website currently undergoing an update – more user-friendly (ownership – Joint Management Committee with LLS)	Gateway website is a channel for Landcare groups to showcase their work through case studies submitted eg. sponsored project outcomes Utilise case studies to promote the good work of Landcare in NSW Assist community and new volunteers to locate a local group Seamless interface between the LNSW website and the Gateway site	Landcare Groups/Networks at Local, District and Regional level Community	Weekly updates as/when required	Landcare NSW Communications and Systems Manager /(LLS)
Social Media Expand audience reach through targeted content on our social media platforms. Accounts - Facebook, Twitter, LinkedIn Used to highlight events, interesting facts, media opportunities, NRM issues, alerts, comment on achievement, policy development	Informed and engaged audience Two-way communication and feedback from audiences Reduction in print and postage costs Regular updates and reinforcement of key messages Integration with offline communications (publications, media releases) Fast responses to comments LNSW Social Media supports new funds raising and donations	Community Media Industry Donors Government / Agencies Staff	Weekly updates and daily posts	Landcare NSW Communications Officer

Channel and Action	Outcome	Audience	Timeline	Lead/Support
Monthly Communications Calendar Develop a monthly message calendar to focus and target communications and audiences – based on calendar (eg. National Tree Planting Day)	Integration of communication channels to amplify key messages and calls to action Enhanced forward planning and focus of communication activities Greater clarity for media, speaking engagements and social media	Media Consumers Regional, district and local Landcare Groups		Landcare NSW Communications Officer
Media Relations Media Releases, interviews, features, broadcast interviews, media briefings Used to respond to issues/questions and to highlight Landcare NSW messages about achievements, healthy lifestyle, organisation, program changes and developments	Better community awareness about what Landcare NSW groups are doing and how to get involved Increased number of positive stories in the in media Responsible and timely coverage Communications are consistent, proactive, timely and planned	Staff Community Media	Ongoing	LNSW Chair LNSW Communications Officer
Publications -Annual Report - The Advocate -The Bulletin (group mailing list)	All reports will be audience- and purpose-focussed – jargon-free, in plain English and will ensure best value is achieved All publications reinforce key messages and are in line with Landcare NSW brand	Staff Community Media Industry Community	Annually Quarterly Monthly	LNSW Communications Officer
Fundraising Communications Produce engaging and audience focussed and integrated (digital and offline) communications collateral to support the achievement of fundraising objectives	Clear messages that engage and inspire donors to give to Landcare NSW Stories that move donors and community to act (make a donation) Stories that tell the ‘human side’ of Landcare NSW	Donors Community partners Community	As required	LNSW Chair and CEO + Trust Board + Landcare ambassadors, with staff support
Ambassadors Program Recruit high profile individuals to represent the Landcare NSW brand	Brand ambassadors are an extension of the mission and values of the Landcare NSW brand	Community Staff Stakeholders Media	Develop strategy	

Channel and Action	Outcome	Audience	Timeline	Lead/Support
Landcare NSW Muster Biennial forum where the voice of grassroots Landcarers provides input to the strategic direction and activities of Landcare NSW.	An important way that Landcare NSW can ensure its work is directed by the grassroots members it serves Information captured from the Musters is utilised by the representative Council of Landcare NSW to develop policy, programs and support services Feedback achievements against asks, since previous Muster	Landcare NSW member groups Landcare district networks/ regional organisations	Biennial	Landcare NSW State Landcare Coordinator Member Services Officer
Landcare NSW Communications Capacity building	Landcare NSW has built a comprehensive library of Landcare case studies, success stories and project outcome stories Landcare NSW has built a comprehensive photo / video library to support the communications role Landcare NSW has adequate funding to support the Communications Officer role	LNSW Executive / Council	Annual review	LNSW Executive LNSW Communications Officer
Parliamentary Friends of Landcare (PFL) Opportunity for Members of Parliament to connect with and offer support to Landcare both at the state level and locally in suburbs, regional towns and farming communities.	Strengthened partnerships at all levels of Government across all parties Provide Landcare groups with access to Members of Parliament	Government MPs Landcare groups		Sustaining Landcare – Partnerships and Policy
Feedback and evaluation Seek continuous feedback from membership and stakeholders on our communications effort.	Implement evaluation of our communications effort, ensure that we are making reviews and tactical changes to our communications. Ensure we are communicating effectively with all audiences.	All	Ongoing	
Engage Landcare NSW supporters to communicate in line with Landcare NSW principles Include statements to engage and encourage audience of Landcare NSW communications to further communicate Create strategic, calls for action related to campaigns	Landcare NSW communications are supported by local, regional and general communications that are on message and constructive Politicians, policy advisors and other investors receive on message communications from a range of diverse sources Landcare NSW messages are given weight with a body of ‘independent’, constituent level, evidence available to audiences Members of Landcare NSW feel more engaged, supported and accountable for communications in line with Landcare NSW principles	Public Community Donors Industry Policy makers	Included in regular comms specific calls for action	Landcare NSW Communications Officer

Attachment 1 - Communication Platforms

- **Traditional media**, media release to print, radio and TV news stations
 - ABC Landline
 - Landcare column in The Land (as per the NSW Farmers column)
 - Australian Geographic Magazine
 - Health and lifestyle magazines
- **Printed materials** (as per Style Guide)
 - Flyer/brochure
 - Annual report
 - Poster
 - Postcard
 - Advertorials / adverts in targeted journals / newspapers / newsletters / website / Facebook links
- **Invited Events / meetings**
 - Teleconference
 - Meetings, eg. invitations to address LNSW Council / meet with LNSW Council, representational meetings eg NLN
 - Partners in Landcare, eg. our relationship with NSW Farmers, the Nature Conservation Council, the Local Government Association and the Australian Conservation Foundation (Friends or Associates), Greening Australia
 - Workshops, including training activities for Local Landcare Coordinators
 - Landcare State conference, eg. invitations to open and/or address the conference
 - Webinars
 - Parliamentary Friends of Landcare
 - Personal contact with key people of influence
 - Meet with larger Family / institutional rural / regional landholders – develop a link to LNSW
 - Meet with philanthropic supporters
- **Open Events**
 - Forum – LNSW organised events on issues of community concern
 - Field Day – link to local / regional activities (encourage a Facebook post?)
 - Workshop – LNSW organised events on issues of community concern (eg. the ET sponsored workshops)

- Biennial State Conference and Landcare Muster – promotion of attendance
- **Website** – to provide a publish-point for traditional media, printed materials, events (above), to be distributed via e-news and social media (below).
Website development – graphics, content, links
- **Gateway Website** – to provide a publish-point for all Landcare groups in NSW to share their stories and to distribute their stories via e-news and social media.
Website development – graphics, content, links to regional and group sites, links to associates sites ('Groups report it as clunky')
- **E-news**
 - Advocate – strictly for communicating the business of Landcare NSW to the NSW Landcare community – distribution, who receives the Advocate directly.
 - Bulletin – for communicating a range of items from external sources of interest to those interested in Landcare – distribution, who receives the Bulletin directly.
 - Landcare apps
- **Social media**
 - Facebook - developing, editing relevant posts, links to local / regional pages
 - Twitter
 - YouTube Channel (for short videos)
- **Other Platforms**
 - Roadside billboards

Other Communications Tools & Tips

- Use of **Enviro-Dates** for promotion and better uptake of media, such as World Environment Day, Clean Up Australia Day etc.
- Strategic alliances with partners and promotion of Landcare through their communication outlets, eg ACF, NSW Farmers, CWA
- Key political engagement opportunities
- Leveraging off larger environmental networks for cross promotion opportunities
- Contributing content to other conservation/agriculture magazines and publications for larger reach
- Listing of key hashtags to attract appropriate engagement or on targeted hot debates and key dates
- Use of politician handles to attract attention from polities to key positive news stories in Landcare

References / Related Documents

- Landcare NSW Strategic plan 2014-2017
- Landcare NSW Business Plan 2014-17
- Landcare NSW Communications Strategy Recommendations (Cox Inall, May 2015)
- The Certainty Principle – LNSW Hearts and Minds Strategy for LNSW
- Landcare NSW Communications Style Guide (reference rather than attach)
- Landcare NSW Landcare Facebook / website / success story, etc templates