



*Many Hands, One Voice*

# The 2015 Landcare NSW Muster

**1 -3 September 2015**

Held as part of the 2015 State Landcare and Local Land  
Services Conference

**Final Report**

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# Landcare NSW wishes to thank the following organisations for their support of the 2015 Landcare NSW Muster



Local Land  
Services  
Central Tablelands



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## Landcare NSW also recognises the input of

Julia Telford of Engage and Create Consulting in the Facilitation of the 2015 Landcare NSW Muster,

and

Bec Ballard of Green Gully Consulting for work in analysing the output of the Muster, and producing this report.

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Report collated by Sonia Williams, State Landcare Coordinator, Landcare NSW

Landcare NSW PO Box 2069 Armidale NSW 2350 [www.landcarensw.org.au](http://www.landcarensw.org.au)

# Summary

Landcare is a not-for-profit non-government community movement consisting broadly of volunteers with a small number of supportive community networks, organisations and staff. The Landcare community receives no recurrent funding and primarily functions on the securing of grant funds. As both State and Federal Government funding priorities fluctuate in both availability and areas of interest, Landcare has had to become very adaptable and responsive as directions change. However, funding priorities often may not represent the needs and priorities of local communities.

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

Since 2007 Landcare NSW has hosted a biennial Muster to gain feedback from grass-roots Landcarers about issues of importance to them and their communities. The NSW Landcare Muster is an opportunity for the diverse Landcare community to capture collective issues and consistent themes. The *'many hands one voice'* outcome of the Muster guides the actions of Landcare NSW between Musters.

Previous Musters have been held in;

- 2007 – Tamworth
- 2008 – Queanbeyan
- 2009 – Port Macquarie
- 2011 – Parkes
- 2013 – Newcastle

The 2015 NSW Landcare Muster was held as part of the 2015 State Landcare and Local Land Services Conference at Orange, and was attended by 227 passionate Landcarers and supporters from throughout NSW. Participants represented a diverse range of groups including Bushcare, Coastcare, Friends of and Landcare groups.

A review of progress on items identified at previous Musters was provided (Appendix A) in the form of a 4 page handout *"You Asked - We Delivered"* with key points from this highlighted via a presentation.

Participants were then asked to rank the key themes identified from previous Musters, and were invited to add in any additional areas they felt were of concern, or provided opportunities, for Landcare in NSW. The results are collated in Figure 1.

A more detailed examination of the previously identified key issues was then undertaken by working tables who looked at the progress that had occurred since last Muster and what was new in this particular theme area. The working groups were asked to identify the strengths, weakness opportunities and threats they saw in relation to this topic area, and identify one action for each of these that they wished to see progressed over the upcoming two years.

A further round of workshops asked participants for their input on both pre-identified areas and opportunities that were currently available to or impacting on Landcarers.

The feedback gathered at the Muster was collated, with preliminary results presented at a Muster review session on the final day of the State Conference. Representatives from several of the Roundtable sessions provided a summary of the issues and suggested actions. Immediate feedback on the issues raised by the 20 Million Tree and Green Army roundtable was addressed via a representative from the Australian Government programs, and the various sessions that had focussed around interactions with Local Land Services had already seen actions progressed during the conference.

Across the three sessions a number of consistent themes occur across the years, in particular the call for funding support, including funding for Landcare Coordinators.

Additional key themes highlighted during the 2015 Muster included;

- Increasing youth engagement in Landcare
- Increasing engagement, opportunities to work with and learn from Traditional Owners
- Funding opportunities and trends
- Partnerships and communications with government agencies such as Local Land Services and other natural resource management groups
- Improving governance of Landcare through training opportunities and increased support
- Recognition and communication of the expertise, achievements and activities of Landcare at all levels
- Representation and advocacy of Landcare with government to inform policy decisions, funding priorities and programs and flow on actions
- Opportunities for leveraging investment, involvement, collaboration and minimising duplication in key programs and reforms such as; Green Army, 20 Million Trees, Biodiversity Review

The following report highlights the issues, priorities and actions identified at the 2015 Muster, each topic is linked to the goals and objectives of the *“Strategic Plan for Landcare NSW 2015-2018: Sustaining and Growing Landcare”*.

Collectively these documents will guide the strategic policy objectives of Landcare NSW over the 2015 – 2018 period.



Rob Dulhunty  
Chair Landcare NSW Inc

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## Appendix 1

“You Asked We Delivered” – a review of achievements since the 2013 Muster

## Acronyms

CAG – Community Advisory Group

CMA – Catchment Management Authorities

CSO – Community Support Officer

LAL – Landcare Australia Limited

LALC – Local Aboriginal Land Council

LNSW – Landcare New South Wales

LLS – NSW Local Land Services

MOU – Memorandum of Understanding

NLN – National Landcare Network

NRC – Natural Resources Commission

NRM – Natural Resource Management

OEH – NSW Office of Environment and Heritage

RLF – Regional Landcare Facilitator

# Areas of Concern

A review of progress on items identified at previous Musters was provided (Appendix A) in the form of a 4 page handout “You Asked - We Delivered” with key points highlighted via a presentation.

Participants were then asked to rank in order of importance the key themes identified from previous Musters, and were invited to add in any additional area they felt were of concern, or provided opportunities, for Landcare in NSW. The results are collated in Figure 1.

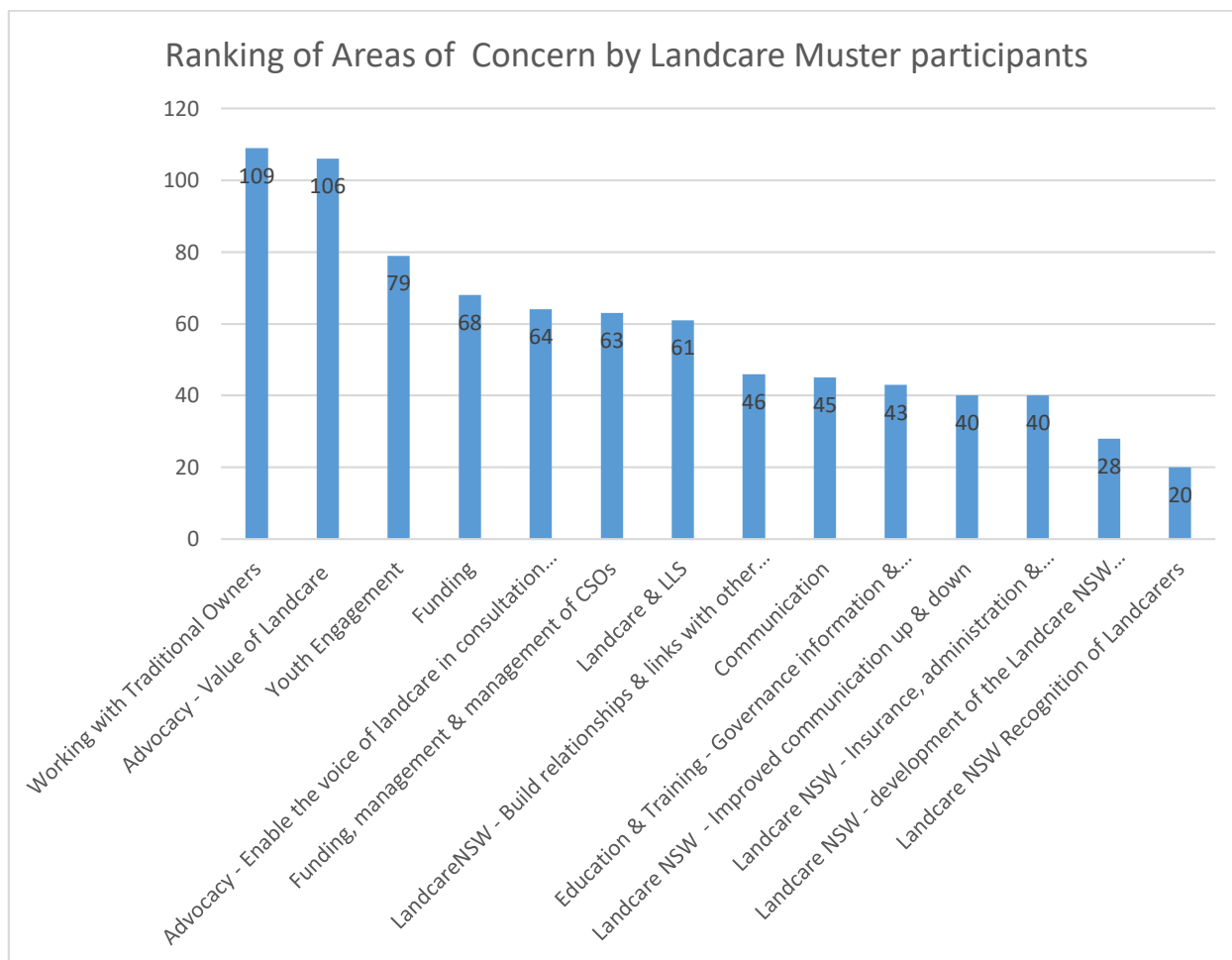


Figure 1. Areas of Concern as identified by Landcarers at the 2015 Landcare Muster

# Focus Area Roundtables

Two sessions were conducted.

The first session asked participants to work on round tables to examine areas brought forward from the last Muster, and to highlight what had occurred in this area since the last Muster.

Participants were then asked to undertake a discussion and indicate a strength, weakness, opportunity and threat as it related to that particular issue. Based on this SWOT analysis, participants were then asked to propose some areas that they would like to see Landcare NSW work on to progress the opportunities, or address the threats. Topic Areas were:

- Recognition of Landcarers
- Development of Landcare NSW Strategic Plan
- Advocacy - on communicating the Value of Landcare, including economic benefits
- Advocacy to enable the voice of Landcare in consultation and delivery of NRM
- Insurance Governance and Administration Support
- Governance Information and Training
- Information and data management
- Improved Communications ( Up and Down)
- Funding
- Funding management and recognition of CSOs
- Working with Traditional Owners
- Aboriginal and Torres Strait Islander Engagement
- Youth Engagement
- Relationship Management between Landcare and Local Land Services ( was CMA)
- Building Relationships and links between other NRM groups

The second session focussed on matters that had arisen since the last Muster. Participants were asked to self-select which areas interested them.

Each area was given a brief overview of the background and current state of the matter they were examining, and asked to complete a similar exercise to Session 1. Topic areas were:

- Local Land Services – Relationships and Support
- Local Land Services - Local Community Advisory Groups
- Landcare Australia Ltd – use of the Landcare Brand
- National Landcare Program
- 20 Million Tree Program
- Green Army
- Biodiversity Review

The feedback sheets from each session have been analysed and are presented in the following section under five key Focus areas. The suggested actions for each section have been linked to the strategic goals and objectives of the Landcare NSW Strategic Plan. Landcare NSW, will use this information to identify and build specific actions into the strategic plan and work-plans to ensure that its work is informed by the feedback from the Muster.



## Focus Area: Representation

### 1. Recognition of Landcarers

#### Background – what has happened

Landcare NSW successfully lobbied for support from the NSW Government for the Local Landcare Coordinator Initiative. Landcare and Local Land Services partnership meeting and signing of the MOU. There appears to be an increased understanding of the Landcare brand across the board. Establishment of the Gerald Carne Award by Landcare NSW.

#### SWOT Issue

Strength:	Improvements and updates are occurring to the Landcare NSW Gateway website, profile increased from awards and through establishing representative committees
Weakness:	Agriculture and NRM are still viewed as mutually exclusive by a large proportion of the community, confusion regarding what “Landcare” is – to many Landcare has a “greenie” reputation
Opportunity:	Support and promote Landcare “good news stories” to increase the Landcare profile and grass roots message, employ/utilise a media manager to ensure effective communications
Threat:	Burnout of key Landcare champions, lack of media interest in Landcare

#### What Landcare NSW can do

Continue to represent the needs and interest of local Landcare groups at all levels, highlight the expertise and diversity of Landcare to increase recognition and inform Government policy.

Promote the Landcare movement through a range of avenues including the development of “good news” stories and case studies.

Support local Landcare through effective two-way communication up and down, i.e. represent the needs and values of local Landcare at the state level and communicate strategic outcomes effectively back to the groups.

#### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	Representation
Strategic Goal:	4. Landcare interests are represented on a range of community, NRM and agricultural matters
Objectives:	<ul style="list-style-type: none"><li>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</li></ul>
Area of Activity:	Communications
Strategic Goal:	6. Landcare NSW communicates effectively to the movement and the community
Objectives:	<ul style="list-style-type: none"><li>Facilitate communications among and between Landcare groups and individuals</li><li>Promote the Landcare movement to stakeholders and the community</li></ul>

## 2. Development of Landcare NSW Strategic Plan

### Background – what happened

The Landcare movement has been active for over 25 years. Landcare has a strong history of representing and acting on locally identified needs. Landcare is diverse and adaptable however Landcare has to increasingly balance local needs with the priorities of regional, state and federal funding bodies. Landcare has significant social infrastructure and has been a platform for learning and networking since its inception. Although Landcare is very diverse there are a number of commonalities between all groups and organisations. The establishment of a Landcare NSW Strategic Plan has given strength, representation, direction and a voice to Landcare at all levels.

### SWOT Issue

Strength:	Development of the Landcare NSW Strategic Plan, interagency communication
Weakness:	Although the Strategic Plan is big picture it needs to represent and support local action – tough balance to achieve
Opportunity:	Broaden the membership and outlook of Landcare, capturing opportunities and getting young people involved in Landcare
Threat:	Lack of grass-roots ownership of the Strategic Plan, lack of consultation

### What Landcare NSW can do

Promote the Landcare movement through developing stories and case studies “History of Landcare in NSW – evolution to date”. Represent local Landcare at a strategic level, “many hands one voice”. Promote the diversity and skills of Landcare to increase the number and distribution of Landcare members/groups throughout the State, demonstrate best practice governance and support local Landcare through training, communication and policy actions.

### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Governance and Improvement</b>
Strategic Goal:	<i>2. Landcare is well-governed and continually improving</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Ensure the Landcare NSW models best practice governance and provides advice to local groups</i></li></ul>
Area of Activity:	<b>Representation</b>
Strategic Goal:	<i>3. Public policy environment is supportive to Landcare</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Create policy development mechanisms to allow Landcare NSW to faithfully represent the views of local groups to government</i></li></ul>
Strategic Goal:	<i>4. Landcare interests are represented on a range of community, NRM and agricultural matters</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</i></li></ul>
Area of Activity:	<b>Communications</b>
Strategic Goal:	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Communicate with local groups about the activities of Landcare NSW</i></li><li>• <i>Promote the Landcare movement to stakeholders and the community</i></li></ul>

### 3. Advocacy; 'Value of Landcare' – economic benefits of Landcare, dialogue with government re funding

#### Background – what happened

At the State level - Landcare NSW has an Executive Officer and support staff, the NSW Government has committed funding for local coordinators through the Landcare Support Program.

At the Federal level – there has been a reduction in regional funding however new programs such as Green Army and 20 Million Trees have commenced.

Until 3 years ago Landcare NSW was not regarded as a representative organisation. Both State and Federal Government's now believe Landcare NSW is representative, this has given the Landcare movement more strength and opportunities.

#### SWOT Issue

Strength:	Sound governance of Landcare NSW and state wide representation
Weakness:	Value of Landcare is judged predominantly by economic models not environmental economic and social models
Opportunity:	"Parliamentary Friends of Landcare" represents an opportunity for bipartisan support of Landcare at all levels of government
Threat:	Landcare seen as a 'brand' rather than recognised as a grass-roots movement. Other organisations/government using 'Landcare' name but not supporting local Landcare – e.g. Landcare Australia Limited

#### What Landcare NSW can do

Work with the National Landcare Network to develop a model to value the services (economic, environmental, social) Landcare provides. Represent the needs and views of local Landcare at all levels and advocate for continued Landcare funding. Promote the value of Landcare to government and funding bodies including the expertise and on-ground experience within Landcare. Facilitate communication between Landcare groups and communicate the activities of Landcare NSW.

#### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Governance and Improvement</b>
<b>Strategic Goal:</b>	<b>1. Local groups have membership, representation and services that help them flourish</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>Work with the NLN to develop a model for membership, representation and services which will better serve the needs of local groups</li></ul>
<b>Area of Activity:</b>	<b>Representation</b>
<b>Strategic Goal:</b>	<b>3. Public policy environment is supportive to Landcare</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>Create policy development mechanisms to allow Landcare NSW to faithfully represent the views of local groups to government</li></ul>
<b>Strategic Goal:</b>	<b>4. Landcare interests are represented on a range of community, NRM and agricultural matters</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<b>6. Landcare NSW communicates effectively to the movement and the community</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>Communicate with local groups about the activities of Landcare NSW</li></ul>
<b>Area of Activity:</b>	<b>Funding</b>
<b>Strategic Goal:</b>	<b>7. Landcare NSW's core funding needs are met</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>Secure the long-term financial viability of Landcare NSW by cultivating multiple and diverse revenue streams</li></ul>

## 4. Advocacy; Enable the voice of Landcare in consultation and delivery of NRM

### Background – what happened

The last two years have presented significant challenges for the voice of Landcare to be heard, in particular by Local Land Services. Government staff used to be much more involved with Landcare and facilitated partnerships through joint programs, these opportunities have reduced in recent years. Opportunities to secure competitive grants have reduced and there are fewer opportunities to address local needs through partnerships with regional NRM organisations. It is harder for Landcare to be heard.

### SWOT Issue

Strength:	Landcare Support Program, relationship between Landcare and Local Land Services are starting to improve in some areas
Weakness:	Lack of recognition of Landcare. Opportunities are not the same in all areas, disengagement of the community
Opportunity:	Broaden the voice of Landcare, link with establish community groups, communicate the value and benefits of Landcare at all opportunities
Threat:	Loss of group approach, many organisations such as Local Land Services are now approaching landholders direct rather than through groups. Local Land Services staff not utilising Landcare and established networks

### What Landcare NSW can do

Communicate the diverse value of Landcare and the different landscapes Landcare operates in, including recognition of both urban and public land Landcare groups. Continue to represent the needs of local Landcare with State and Federal Governments and inform key natural resource management and sustainable agriculture policy issues through effective communication. Facilitate communication between groups and support coordinated action. Continue to support local Landcare through the development of common services that address local needs. Work with Local Land Services through the MOU to increase utilisation of Landcare and established networks.

### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Representation</b>
Strategic Goal:	<i>4. Landcare interests are represented on a range of community, NRM and agricultural matters</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</i></li></ul>
<b>Area of Activity:</b>	<b>Member Services</b>
Strategic Goal:	<i>5. Local Landcare groups have services which are needed and valued</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Develop a suite of services which are needed and valued by local Landcare groups</i></li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
Strategic Goal:	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Facilitate communications among and between Landcare groups and individuals</i></li><li>• <i>Promote the Landcare movement to stakeholders and the community</i></li></ul>

## 5. Local Land Services Relationships and Support

### Background – what happened

The formation of Local Land Services has resulted in significant change. There has been a loss of Landcare (Community Support Officer – CSO) programs that were supported by the previous CMAs. Increased bureaucracy focussing on “improving governance” has contributed to a loss of volunteers, community disengagement and a loss of staff and energy/momentum amongst the Landcare movement. Communication has decreased and is often mismatched to what is occurring at the grass-roots level.

### SWOT Issue

Strength:	RLFs to support coordinators and the community, create some consistency throughout the State by engaging LLS through RLFs
Weakness:	Patchy and variable relationships between Landcare and Local Land Services throughout the State, each area is different
Opportunity:	Potential representation of Landcare interests on committees, skills based recruitment for committees. Support and advocate for Landcare representation on Local Land Services boards
Threat:	Lack of communication about this “critical period” and future directions

### What Landcare NSW can do

Continue to represent the needs of Landcare at the State level and promote the Landcare movement to stakeholders, government and philanthropic partners to inform policy direction and potential funding programs. Continue to deliver training opportunities in group governance, engagement and strategic planning. Through communication and advocacy continue to engage all Landcare groups in order to provide a collective and empowered position on key issues.

### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Governance and Improvement</b>
Strategic Goal:	<i>2. Landcare is well-governed and continually improving</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Ensure the Landcare NSW models best practice governance and provides advice to local groups</i></li></ul>
Area of Activity:	<b>Representation</b>
Strategic Goal:	<i>4. Landcare interests are represented on a range of community, NRM and agricultural matters</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</i></li></ul>
Area of Activity:	<b>Communications</b>
Strategic Goal:	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Promote the Landcare movement to stakeholders and the community</i></li></ul>

## 6. Local Land Services Community Advisory Group

### Background – what happened

Local Land Services utilise Local Community Advisory Group (LCAG) (singular or multiple), to provide a link to their communities. Local Land Services describe the function of LCAGs as

***Local Community Advisory groups provide input into the development of plans, projects and services and are an integral link between Local Land Services and the Community it serves"***

However the effectiveness of the LCAGs varies throughout the state. In a number of regions the LCAGs are being used to "tick a box", reach predetermined conclusions, drive personal agendas and a lot of time is used reviewing and discussing policy documents. Whereas in other areas, such as Murray Local Land Services the LCAGs are working well.

### SWOT Issue

Strength:	LCAGs provide recommendations to the LLS Boards
Weakness:	Personal agendas from staff and community representatives – not always the best outcome for the community
Opportunity:	Develop a case study on where the LCAG model is working well e.g. Murray LLS
Threat:	Unable to meet the needs of the community and mobilise action within the Landcare movement if the LCAG does not address real issues –need collective community outcomes

### What Landcare NSW can do

Landcare NSW to work with Local Land Services to develop a framework for Landcare groups throughout the state so that LCAGs will better represent the needs of local groups and therefore increase Landcare input and opportunities for policy influence and representation of local needs.

Landcare NSW continue to represent and promote the Landcare movement and expertise within Landcare to facilitate Landcare representation on a range of community, NRM and agricultural committees and issues.

### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	Representation
Strategic Goal:	4. <i>Landcare interests are represented on a range of community, NRM and agricultural matters</i>
Activities	<ul style="list-style-type: none"><li>• Cultivate an effective working relationship with Local Land Services at the state and regional level</li></ul>

## 7. Landcare Australia Limited – use of Landcare brand

### Background – what happened

Landcare Australia Limited (LAL) tried to withdraw the right for groups to use the “Landcare hands” brand. LAL has become a service provider and uses our community brand for their own commercial benefit. LAL has become disconnected to the Landcare movement.

### SWOT Issue

Strength:	Nationally recognised brand “Landcare hands”
Weakness:	People associate LAL as Landcare – LAL has no membership base or link to grass-roots Landcare. There has been limited funds redistributed back to Landcare on the ground
Opportunity:	Increase the profile of grass-roots Landcare through improved communication up and down
Threat:	Lack of transparency in selection process for LAL Board reflects poorly on Landcare movement – potential disengagement amongst the broader community

### What Landcare NSW can do

Engage with LAL to provide input and advice to their activities to ensure needs of local Landcarers are met.

Work with the NLN to develop a more collaborative, supportive and entrepreneurial partnership that meets the needs of and supports grass roots Landcare.

Continue representing the interests of Landcare at the State and Federal level and promote grass-roots Landcare at all levels.

### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Governance and Improvement</b>
Strategic Goal:	<i>1. Local groups have membership, representation and services that help them flourish</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Work with the NLN to develop a model for membership, representation and services which will better serve the needs of local groups</i></li></ul>
Area of Activity:	<b>Representation</b>
Strategic Goal:	<i>3. Public policy environment is supportive to Landcare</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Create policy development mechanisms to allow Landcare NSW to faithfully represent the views of local groups to government</i></li></ul>
Strategic Goal:	<i>4. Landcare interests are represented on a range of community, NRM and agricultural matters</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</i></li></ul>
Area of Activity:	<b>Communications</b>
Strategic Goal:	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Communicate with local groups about the activities of Landcare NSW</i></li><li>• <i>Promote the Landcare movement to stakeholders and the community</i></li></ul>



## Focus Area: Support

### 8. Insurance, Administration and Governance Support

#### Background – what happened

As funding opportunities reduce, regional, state and federal bodies are expecting Landcare to be more 'professional', this is adding significant workload (often inadequately or not funded) to local groups whilst disengaging volunteers. Numerous fact sheets, case studies, policy templates and guides have been developed by Landcare NSW to help streamline insurance, administration and governance of local Landcare groups. These are a great resource however their availability and use needs to be promoted more.

#### SWOT Issue

Strength:	RLFs are available and can help link groups to others and resources for support and guidance
Weakness:	Insufficient funding available for group governance, administration and insurance
Opportunity:	Learn from what other groups and networks have done, the lessons they have learnt e.g. case studies
Threat:	Disengagement of volunteers and staff, duplication of efforts throughout the state

#### What Landcare NSW can do

Continue to seek out and offer training to Landcare groups and staff in the areas of insurance, governance and administration.  
Develop case studies and lessons learnt fact sheets on what groups have done, make these available through the Gateway website.  
Develop and make available a list of recommended programs for common activities. E.g. book keeping, member database.

#### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Governance and Improvement</b>
Strategic Goal:	<i>2. Landcare is well-governed and continually improving</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Ensure the Landcare NSW models best practice governance and provides advice to local groups</i></li></ul>
Area of Activity:	<b>Member Services</b>
Strategic Goal:	<i>5. Local Landcare groups have services which are needed and valued</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Develop a suite of services which are needed and valued by local Landcare groups</i></li></ul>
Area of Activity:	<b>Communications</b>
Strategic Goal:	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Communicate with local groups about the activities of Landcare NSW</i></li><li>• <i>Facilitate communications among and between Landcare groups and individuals</i></li></ul>



## 9. Governance information and training

### Background – what happened

The delivery of Hothouse workshops throughout the state by Landcare NSW, development of a series of resources and templates to help Landcare groups. However, many groups did not realise these opportunities were available. As funding opportunities decrease Landcare is being expected to be more professional yet many groups need assistance to improve governance, administration and insurance. There are also a number of 'blurry' areas, lack of clarity regarding insurance and governance expectations. Landcare groups are independent and function differently throughout the state, this means that all groups are at different levels of understanding and implementation.

### SWOT Issue

Strength:	Development of Landcare in a box toolkit templates, Hothouse workshops and the Landcare Gateway
Weakness:	Confusion and lack of consistency in the expectations of funding bodies regarding governance, insurance, reporting – everyone is different
Opportunity:	Develop standardised resources, templates, training and services for common Landcare needs
Threat:	Lack of security leads to high staff turnover and a continual requirement for training in these operational areas

### What Landcare NSW can do

Support groups through the availability of a central Member Services Officer to answer questions and provide advice. Continue to develop support materials including templates, checklists, case studies (in different situations) regarding governance, insurance and administration – helps to remove duplication. Continue to offer training opportunities in these areas for Landcare staff, boards and members. Promote that resources are available through the Landcare Gateway website. Suggest packages for common areas such as accounting, wage management, reporting and customer services.

### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Governance and Improvement</b>
Strategic Goal:	<i>1. Local groups have membership, representation and services that help them flourish</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Work with the NLN to develop a model for membership, representation and services which will better serve the needs of local groups</i></li></ul>
Strategic Goal:	<i>2. Landcare is well-governed and continually improving</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Ensure the Landcare NSW models best practice governance and provides advice to local groups</i></li></ul>
Area of Activity:	<b>Member Services</b>
Strategic Goal:	<i>5. Local Landcare groups have services which are needed and valued</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Develop a suite of services which are needed and valued by local Landcare groups</i></li></ul>

## 10. Information and data management; membership and recruitment; common reporting formats

### Background – what happened

There are many inconsistencies between the reporting requirements of different funding bodies. Common reporting utilising templates and common language would help improve efficiencies and reduce administration time. A number of electronic 'apps' are now available for sign on sheets "Go Canvas", monitoring, field assessment and photo storage. Many Landcare networks are now developing their own online database. There are significant discrepancies in the sharing of information, eg. Some Local Land Services want information collected and reported on by Landcare but don't want to share and communicate information back to Landcare groups. There are also opportunities to increase information sharing between Landcare groups and leverage volunteer contributions through avenues such as 'Landcare share' – bus takes volunteers to a host site for a day/weekend, participants see new areas and learn new skills. Opportunity to engage town and city based people, young people.

### SWOT Issue

Strength:	Landcare NSW Gateway website is available as a central communication hub
Weakness:	No continuity between funding bodies and projects in regards to monitoring and reporting requirements
Opportunity:	Develop an on-line chat room or forum feature as a part of the Landcare Gateway website to allow local groups and members to post questions, invite other groups to activities and share information
Threat:	Insufficient funding and disengagement through too much time spent reporting and completing administrative duties as all programs are different

### What Landcare NSW can do

Develop a central repository for information, e.g. Salesforce, so Landcare groups can enter their membership. Develop an effective standardised 'system' for recording site information and condition details for reporting on projects across all funding streams. Connect Landcare groups and volunteers to each other and opportunities through "Landcare share" via the Gateway website.

### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Member Services</b>
Strategic Goal:	<i>5. Local Landcare groups have services which are needed and valued</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Develop a suite of services which are needed and valued by local Landcare groups</i></li></ul>
Area of Activity:	<b>Communications</b>
Strategic Goal:	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
Objectives:	<ul style="list-style-type: none"><li>• <i>Communicate with local groups about the activities of Landcare NSW</i></li><li>• <i>Facilitate communications among and between Landcare groups and individuals</i></li></ul>

## 11. Improved communication up and down

### Background – what happened

One of Landcare's strengths has been networking and communications within groups. Methods for engaging members and the community vary throughout the state and have altered over the 25 years of Landcare. Many groups utilise hard copy and e-newsletters whilst social media has become a major communication and engagement method in recent years. There is a need for timely and consistent messaging to engage Landcare members, partners and the broader community.

### SWOT Issue

Strength:	Social media avenues such as Facebook reach a much wider audience, can be used to promote and link workshops, resources, research and activities occurring throughout different regions
Weakness:	Difficulty in providing Landcare NSW with information to post, gaps in delivery
Opportunity:	Social media can reach community members not captured by traditional communication methods – appoint a network/group representative to manage account
Threat:	Multiple stakeholders posting could lead to burnout from too many cross-postings e.g. RLF, groups, networks, LLS

### What Landcare NSW can do

Build a Landcare NSW social media profile to communicate and support local Landcare groups. Communicate Landcare activities between groups, engage new community members through promoting the Landcare movement and communicate the activities of Landcare NSW to local groups. Utilise social media to improve communications and connectedness for all levels of Landcare throughout the state.

### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	Communications
Strategic Goal:	6. Landcare NSW communicates effectively to the movement and the community
Objectives:	<ul style="list-style-type: none"><li>Communicate with local groups about the activities of Landcare NSW</li><li>Facilitate communications among and between Landcare groups and individuals</li><li>Promote the Landcare movement to stakeholders and the community</li></ul>

## Focus Area: Partnerships and Engagement

### 12. Landcare NSW to build relationships and links with other NRM groups

#### Background – what happened

There is a need to strengthen community and Landcare networks through involvement in community action groups. All Landcare groups are individual and as such have different membership frameworks. There are relationship inadequacies between Landcare network memberships and Landcare NSW memberships. There is also a broad range of NRM, sustainability and producer groups that are affiliating with Landcare NSW in order to break down barriers and effectively share information. Opportunities to streamline registration processes to ensure that memberships are coordinated and remove duplication should be investigated.

#### SWOT Issue

Strength:	Existing relationships to build on
Weakness:	Constraints including time, effort, finances and communications
Opportunity:	Identify and promote the benefits and opportunities of growing groups and Landcare
Threat:	Burnout of key Landcare champions, unable to sustain inputs

#### What Landcare NSW can do

Continue to represent Landcare interests and the strengths of the Landcare movement at a policy level. Landcare NSW can link community action groups with local Landcare groups through effective communications such as the Landcare Gateway website and social media platforms. Landcare NSW can support local Landcare groups through promoting the value of being a Landcare member and also identifying and developing a suite of functions and resources that can be utilised by all groups (remove duplication).

#### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Representation</b>
<b>Strategic Goal:</b>	<b>4. Landcare interests are represented on a range of community, NRM and agricultural matters</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Work with the NLN and other state peaks to promote NRM and sustainable agriculture</li></ul>
<b>Area of Activity:</b>	<b>Member Services</b>
<b>Strategic Goal:</b>	<b>5. Local Landcare groups have services which are needed and valued</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Develop a suite of services which are needed and valued by local Landcare groups</li><li>• Create a strong value proposition for membership of both groups and individuals</li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<b>6. Landcare NSW communicates effectively to the movement and the community</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Facilitate communications among and between Landcare groups and individuals</li></ul>

### 13. Relationship management between Landcare and Local Land Services; showcase good relationships and monitor relationships

#### Background – what happened

Commitment gained by Landcare NSW from the NSW Government to invest \$15 million in Landcare through the Landcare Support Program 2015-19. The program follows on from the MOU between Local Land Services and Landcare NSW. The majority of funds are designed to go to community-based local coordinator positions. The Landcare Support Program 2015-19 will be delivered via a Local Land Services and Landcare NSW Joint Management Committee.

#### SWOT Issue

Strength:	Commitment from NSW Government to fund the Landcare Support Program 2015-19, recognition for the value of local coordinators
Weakness:	Each region is very different and diverse, difficult to manage the role out of the program with a Joint Management Committee whilst also recognising and meeting the individual needs of each region
Opportunity:	Sharing of resources between Local Land Service and Landcare NSW, collaboration to increase communication and opportunities
Threat:	Strong personalities, too much influence from Local Land Services. Landcare needs to maintain its own identity

#### What Landcare NSW can do

Help facilitate and build effective communication between Landcare groups, promote the value of Landcare. Represent the interests of local Landcare through the Joint Management Committee and at all available opportunities. Continue to develop resources and training to support local Landcare groups and assist local Landcare to continually improve in areas such as governance whilst also meeting the needs of their members. Advocate for the continuation of funds for local Landcare coordinators.

#### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Governance and Improvement</b>
Strategic Goal:	<i>2. Landcare is well-governed and continually improving</i>
Objectives:	<ul style="list-style-type: none"> <li>• <i>Ensure the Landcare NSW models best practice governance and provides advice to local groups</i></li> </ul>
Area of Activity:	<b>Representation</b>
Strategic Goal:	<i>4. Landcare interests are represented on a range of community, NRM and agricultural matters</i>
Objectives:	<ul style="list-style-type: none"> <li>• <i>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</i></li> </ul>
Area of Activity:	<b>Communications</b>
Strategic Goal:	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
Objectives:	<ul style="list-style-type: none"> <li>• <i>Facilitate communications among and between Landcare groups and individuals</i></li> <li>• <i>Promote the Landcare movement to stakeholders and the community</i></li> </ul>

## 14. Youth Engagement

### Background – what happened

Youth engagement has been a continual goal for Landcare, and Landcare NSW now has a dedicated Council position for recognising skills in Youth Engagement. A number of new avenues for engagement are developing including increased awareness of sustainability, local food, soil carbon, young presenters/speakers, involvement of international students and creative opportunities such as Intrepid Landcare.

Different target audiences for youth involvement in Landcare were noted at the Muster; those individuals that become involved in Landcare due to the connection with nature and a separate group of young land managers who become involved due to productivity, sustainable agriculture and profitability drivers.

Social media has established as a communication platform with youth and the broader community in recent years. Platforms such as Facebook, Twitter and Instagram were highlighted for diversifying engagement and communication opportunities at the Muster. Communication utilising these platforms was highlighted as a significant opportunity to engage youth in Landcare.

### SWOT Issue

Strength:	A number of groups and organisations are already utilising different communication platforms and engagement techniques, e.g. Intrepid Landcare and Holbrook Landcare
Weakness:	Most people are still reluctant to engage social media and institutions are reluctant to change
Opportunity:	Under 25's are big users of social media and a number of people already involved in Landcare have significant skills in engagement utilising social media
Threat:	The majority of people involved in Landcare are from older demographics

### What Landcare NSW can do

Identify opportunities to promote Landcare activities through social media. Utilise platforms and engagement methods such as citizen science, twitter (for agriculture), Facebook (for content and continuity) and Instagram (teenage audience). Landcare NSW needs to invest more in social media particularly as a method for engaging youth.

### Links to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<b>6. Landcare NSW communicates effectively to the movement and the community</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Facilitate communications among and between Landcare groups and individuals</li><li>• Promote the Landcare movement to stakeholders and the community</li></ul>

## 15. Working with Traditional Owners

### Background – what happened

Building of partnerships between Landcare and Aboriginal communities has been continuing with the implementation of programs such as hotspot burns for ecological outcomes and cultural awareness activities.

Partnership development between Landcare NSW and the NSW Aboriginal Land Council with recognition of Aboriginal people being the “original Landcarers”.

Building of relationships between Landcare, NSW Office of Environment and Heritage (OEH) and Local Aboriginal Land Councils (LALCs).

### SWOT Issue

Strength:	Hotspot (fire ecology) and cultural awareness programs are being delivered in partnership with Landcare in some areas of the State
Weakness:	There are still a number of myths regarding cultural sites and artefacts – a potential community education opportunity
Opportunity:	Collaboration with Traditional Owners to develop and implement education and awareness raising programs, cross organisation collaboration
Threat:	Lack of funding, complexities of multiple stakeholder relationships

### What Landcare NSW can do

Continue to raise awareness of opportunities to collaborate with Traditional Owners, LALCs and OEH. Showcase collaborative projects and models used to Landcare networks. Identify and pursue opportunities for Landcare and Traditional Owners to apply for and secure funding for collaborative projects.

### Links to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li><i>Facilitate communications among and between Landcare groups and individuals</i></li></ul>
<b>Area of Activity:</b>	<b>Funding</b>
<b>Strategic Goal:</b>	<i>8. Landcare groups have access to funding opportunities</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li><i>Support local groups in gaining access to private and public funding of NRM projects</i></li></ul>

## 16. Aboriginal and Torres Strait Islander Engagement

### Background – what happened

Currently there is insufficient funding and resources available to build skills and develop projects with Traditional Owners. Planning and support to build cultural connections is needed. Traditional Owner representatives need to be included in all levels of planning, implementation and review. There needs to be increased community wide engagement and awareness raising opportunities for Aboriginal and Torres Strait Islander communities – events that bring everyone together. Hunter Local Land Services have produced a DVD showcasing Traditional Owners getting reinvolved with traditional land management.

### SWOT Issue

Strength:	Local Land Services have designated Aboriginal engagement staff
Weakness:	Gaps in communication between Landcare and Local Aboriginal Land Councils/Aboriginal and Torres Strait Islander communities
Opportunity:	Partnerships between Landcare and Local Aboriginal Land Councils to promote traditional land management and improved cultural awareness, joint programs sharing resources
Threat:	Government lack of recognition of Traditional Owners as skilled land managers

### What Landcare NSW can do

Advocate for increased representation of Traditional Owners in policy decisions at all levels. Advocate for increased funding for Aboriginal and Torres Strait Islander engagement and program development in partnership with Landcare. Connect Landcare groups with Local Aboriginal Land Councils through the Landcare Gateway website. Represent the views of local Landcare to government regarding recognition and engagement of Traditional Owners as skilled land managers. Facilitate effective communication among and between Landcare groups, individuals, stakeholders and the community including Traditional Owners. Seek a representative for the Landcare NSW Council with skills in Aboriginal & Torres Strait Islander engagement.

### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Representation</b>
<b>Strategic Goal:</b>	<b>3. Public policy environment is supportive to Landcare</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Create policy development mechanisms to allow Landcare NSW to faithfully represent the views of local groups to government</li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<b>6. Landcare NSW communicates effectively to the movement and the community</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Communicate with local groups about the activities of Landcare NSW</li><li>• Facilitate communications among and between Landcare groups and individuals</li><li>• Promote the Landcare movement to stakeholders and the community</li></ul>
<b>Area of Activity:</b>	<b>Funding</b>
<b>Strategic Goal:</b>	<b>8. Landcare groups have access to funding opportunities</b>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• Support local groups in gaining access to private and public funding of NRM projects</li></ul>



## Focus Area: Funding

### 17. Funding

#### Background – what happened

Reduced budgets at both the State and Federal level has led to less funding for coordination and projects within Landcare. Federal funding has been rolled out through regional NRM bodies (Local Land Services) with varying success. The amount of funding reaching Landcare groups and meeting local needs varies significantly and is different between regions. Reduced funding in both opportunities and amount has led to a loss in capacity, support and opportunity for the Landcare movement. The establishment of “Parliamentary Friends of Landcare” does present opportunity to advocate for increased and more stable funding for Landcare groups.

#### SWOT Issue

Strength:	Continued advocacy by Landcare NSW to secure group level funding
Weakness:	Loss of Coordinators, capacity to develop and write submissions/applications for funding
Opportunity:	Collect narrative evidence as a part of auditing process undertaken by the Natural Resources Commission (NRC) to facilitate meaningful outcomes
Threat:	Lack of leadership and representation that supports a grass-roots identity of Landcare

#### What Landcare NSW can do

Continue to represent the needs of local Landcare groups and advocate for funding to be delivered to local groups to address locally determined issues. Create links and opportunities at regional, State and Federal levels to secure support for on-going Landcare Coordinators and activities/programs to address local needs.

#### Link to Strategic Plan for Landcare NSW 2015-2018

Area of Activity:	<b>Governance and Improvement</b>
Strategic Goal:	<b>2. Landcare is well-governed and continually improving</b>
Objectives:	<ul style="list-style-type: none"><li>Ensure the Landcare NSW models best practice governance and provides advice to local groups</li></ul>
Area of Activity:	<b>Representation</b>
Strategic Goal:	<b>4. Landcare interests are represented on a range of community, NRM and agricultural matters</b>
Objectives:	<ul style="list-style-type: none"><li>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</li></ul>
Area of Activity:	<b>Communications</b>
Strategic Goal:	<b>6. Landcare NSW communicates effectively to the movement and the community</b>
Objectives:	<ul style="list-style-type: none"><li>Facilitate communications among and between Landcare groups and individuals</li><li>Promote the Landcare movement to stakeholders and the community</li></ul>
Area of Activity:	<b>Funding</b>
Strategic Goal:	<b>7. Landcare NSW's core funding needs are met</b>
Objectives:	<ul style="list-style-type: none"><li>Secure the long-term financial viability of Landcare NSW by cultivating multiple and diverse revenue streams</li></ul>
Strategic Goal:	<b>8. Landcare groups have access to funding opportunities</b>
Objectives:	<ul style="list-style-type: none"><li>Support local groups in gaining access to private and public funding of NRM projects</li></ul>

## 18. Funding, management and recognition for Landcare Community Support Officers (CSOs)/ Landcare Coordinators

### Background – what happened

Opportunities for and security of CSO funding continues to diminish. Funding and programs that were supported through CMAs are no longer available to the same degree through LLS. There is a lack of security for ongoing coordination and staff employment which leads to increased staff turnover and disengagement of the community. Landcare has to leverage community support activities as a part of on-ground works programs that are not necessarily designed at the local level as direct community support programs are no longer available. There is a continual need for training opportunities and the development of a comparative matrix of pay scales that recognises capabilities for Landcare CSOs and staff.

### SWOT Issue

Strength:	Landcare Coordinators /CSOs are a first point of contact for people, they are complimentary to Local Land Services staff and represent the Landcare groups
Weakness:	Lack of funding continuity and security means that contracts for CSOs are short and there is no job security
Opportunity:	New and existing partnerships, strength in the diversity of Landcare – use to identify additional avenues for securing funding for CSOs
Threat:	Reliance of LLS funding and the continual reduction in funding to support community support programs, lack of recognition of the CSO experience and skills base

### What Landcare NSW can do

Continue to advocate for and identify opportunities for Landcare funding through current and new sources. Identify and provide training opportunities for CSOs. Promote the Landcare movement including the skills and capacity within Landcare. Develop a suite of common services and resources to help minimise duplication of common tasks, this will help CSOs spend more time supporting the community and addressing locally identified needs. Continue to support Landcare groups to continually improve governance, processes, systems and services in common areas.

### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Governance and Improvement</b>
<b>Strategic Goal:</b>	<b>2. Landcare is well-governed and continually improving</b>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Ensure the Landcare NSW models best practice governance and provides advice to local groups</li> </ul>
<b>Area of Activity:</b>	<b>Member Services</b>
<b>Strategic Goal:</b>	<b>5. Local Landcare groups have services which are needed and valued</b>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Develop a suite of services which are needed and valued by local Landcare groups</li> </ul>
<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<b>6. Landcare NSW communicates effectively to the movement and the community</b>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Promote the Landcare movement to stakeholders and the community</li> </ul>
<b>Area of Activity:</b>	<b>Funding</b>
<b>Strategic Goal:</b>	<b>7. Landcare NSW's core funding needs are met</b>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Secure the long-term financial viability of Landcare NSW by cultivating multiple and diverse revenue streams</li> </ul>
<b>Strategic Goal:</b>	<b>8. Landcare groups have access to funding opportunities</b>
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>Support local groups in gaining access to private and public funding of NRM projects</li> </ul>

## 19. National Landcare Programme

### Background – what happened

Funding programs focus on State and Federal priorities, this often does not reflect the needs identified by the local community. There are fewer opportunities to secure funding for locally identified grass roots programs.

A number of funding programs are made available through regional NRM bodies (Local Land Services). The percentage of funds flowing to Landcare and community groups through the regional NRM bodies varies significantly per region.

There is an increasing focus on positive landscape management, carbon sequestration and climate stability.

### SWOT Issue

Strength:	Federal funding programs are still available
Weakness:	There is a lack of transparency of funding to LLS and the passing on of grant funds to local communities
Opportunity:	Influence regional investment plans through advocacy and representation of local needs
Threat:	Investment guided by regional plans, State and Federal priorities rather than addressing locally identified needs

### What Landcare NSW can do

Represent the needs of local Landcare at a State level with the aim of informing policy decisions. Collate information from each region to show comparison and promote best practice.

Continue to identify and pursue additional funding avenues particularly those that address locally identified needs. Facilitate meaningful two-way communication between Landcare NSW and local Landcare groups. Promote the Landcare movement to stakeholders, government and potential philanthropic investors, showcase good news stories and utilise avenues such as social media.

### Links to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Representation</b>
<b>Strategic Goal:</b>	<i>4. Landcare interests are represented on a range of community, NRM and agricultural matters</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• <i>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</i></li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• <i>Promote the Landcare movement to stakeholders and the community</i></li></ul>
<b>Area of Activity:</b>	<b>Funding</b>
<b>Strategic Goal:</b>	<i>8. Landcare groups have access to funding opportunities</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• <i>Support local groups in gaining access to private and public funding of NRM projects</i></li></ul>

## Focus Area: Existing Programs

### 20. Green Army

#### Background – what happened

Numerous Green Army teams have been established throughout the state. There is insufficient funding available for the development of work plans and there is also a lack of recognition of community contributions to planning Green Army programs. There is also a lack of resourcing available for the Green Army to do meaningful work. There is a need to progress learning within Green Army teams and coordinate activities to facilitate multiple outcomes.

#### SWOT Issue

Strength:	A number of Green Army teams are established throughout the state
Weakness:	Lack of funding for administration, development of work plans, and on ground works
Opportunity:	Streamline resources, administration and checklists for both participants and hosts
Threat:	Green Army activities become repetitive and do not address local need

#### What Landcare NSW can do

Work with stakeholders and partners to develop a “Green Army Toolkit” – a suite of resources to streamline the way teams develop work plans and implement on-ground activities. Base the toolkit on the experiences and learning’s of existing teams and Landcare groups. Promote connections and opportunities to collaborate with local service providers, Landcare groups and Green Army team hosts.

#### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Governance and Improvement</b>
<b>Strategic Goal:</b>	<i>1. Local groups have membership, representation and services that help them flourish</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• <i>Work with the NLN to develop a model for membership, representation and services which will better serve the needs of local groups</i></li></ul>
<b>Strategic Goal:</b>	<i>2. Landcare is well-governed and continually improving</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• <i>Ensure the Landcare NSW models best practice governance and provides advice to local groups</i></li></ul>
<b>Area of Activity:</b>	<b>Member Services</b>
<b>Strategic Goal:</b>	<i>5. Local Landcare groups have services which are needed and valued</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• <i>Develop a suite of services which are needed and valued by local Landcare groups</i></li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
<b>Strategic Goal:</b>	<i>6. Landcare NSW communicates effectively to the movement and the community</i>
<b>Objectives:</b>	<ul style="list-style-type: none"><li>• <i>Facilitate communications among and between Landcare groups and individuals</i></li><li>• <i>Promote the Landcare movement to stakeholders and the community</i></li></ul>

## 21. Biodiversity Review

### Background – what happened

There is a lack of community awareness regarding the NSW Biodiversity Review. Documentation is extensive but difficult to interpret. There has been insufficient community consultation and there is a lack of understanding regarding the legislation, what it means for Landcare and the broader community and how it will be implemented. There is concern regarding the practicalities of the 'self-assessment' process and the risk of oversimplification. Landcare needs to understand what the review is proposing and provide feedback and input to the review regarding issues and considerations raised by Landcare. A coordinated submission is required from Landcare.

### SWOT Issue

Strength:	Landcare has extensive experience in biodiversity management and through Landcare NSW has a state wide representative voice
Weakness:	There has been a lack of community consultation regarding the biodiversity review. It is unclear what the review means for Landcare
Opportunity:	Landcare NSW can represent the concerns and recommendations collated from local Landcare through a collaborative submission to the review. Landcare NSW can also identify and communicate what the review means for Landcare to local members
Threat:	Oversimplification and use of self-assessment and off set systems have a negative impact on biodiversity and the decades of work undertaken by Landcare

### What Landcare NSW can do

Increase community awareness regarding the biodiversity review – it is happening, what it means and how Landcare can contribute. Support and represent the views of local Landcare through a combined submission to the review. Seek feedback from local groups regarding the review and communicate the resultant activities of Landcare NSW back to local groups.

### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Representation</b>
Strategic Goal:	<b>3. Public policy environment is supportive to Landcare</b>
Objectives:	<ul style="list-style-type: none"><li>• Create policy development mechanisms to allow Landcare NSW to faithfully represent the views of local groups to government</li></ul>
Strategic Goal:	<b>4. Landcare interests are represented on a range of community, NRM and agricultural matters</b>
Objectives:	<ul style="list-style-type: none"><li>• Work with the NLN and other state peaks to promote NRM and sustainable agriculture</li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
Strategic Goal:	<b>6. Landcare NSW communicates effectively to the movement and the community</b>
Objectives:	<ul style="list-style-type: none"><li>• Communicate with local groups about the activities of Landcare NSW</li><li>• Facilitate communications among and between Landcare groups and individuals</li></ul>

## 22. 20 Million Trees

### Background – what happened

The 20 Million trees program is too prescriptive, there is a strict definition of what a tree is, it applies a one size fits all approach and this is not representative of the landscape. Not all areas need additional trees, the 20 Million trees program does not address local needs. The application process is very prescriptive and difficult and funding doesn't cover important aspects such as fencing. The 20 Million trees program needs to link to local biodiversity plans and catchment/sub catchment plans. Landcare is more than planting trees and if the wrong tree is planted in the wrong place it can become a weed. The 20 Million Trees program should be replaced with 20 Million Hectares of Biodiversity, there needs to be an integrated approach. It is difficult to secure and access funds, the guidelines are too strict and focussed on carbon rather than ecosystem services. There needs to be more recognition of Landcare and the NRM industry by government. The 20 Million Trees program needs to value add to the efforts of Landcare and be more accessible to Landcare groups. The use of service providers instead of local Landcare is disempowering. It is a public works delivery program, not a Landcare program and should not be seen as such.

### SWOT Issue

Strength:	Funding has been committed to the 20 Million Trees program and Landcare has a long history in biodiversity management including revegetation
Weakness:	20 Million Trees program does not align to the local needs of Landcare and applies a prescriptive one size fits all approach
Opportunity:	Input into program direction to provide opportunities for biodiversity management and multiple ecosystem services outcomes
Threat:	Disengagement of the community and local needs not met, trees established in plantation fashion

### What Landcare NSW can do

Represent the voice of local Landcare to inform policy and program decisions. Advocate for funding opportunities that achieve multiple outcomes and include flexibility to be tailored to meet local needs. Promote and encourage recognition of Landcare and the expertise of Landcare at all levels as well as the value of being involved and partnering with Landcare.

### Link to Strategic Plan for Landcare NSW 2015-2018

<b>Area of Activity:</b>	<b>Representation</b>
Strategic Goal:	3. Public policy environment is supportive to Landcare
Objectives:	<ul style="list-style-type: none"><li>Create policy development mechanisms to allow Landcare NSW to faithfully represent the views of local groups to government</li></ul>
Strategic Goal:	4. Landcare interests are represented on a range of community, NRM and agricultural matters
Objectives:	<ul style="list-style-type: none"><li>Work with the NLN and other state peaks to promote NRM and sustainable agriculture</li></ul>
<b>Area of Activity:</b>	<b>Communications</b>
Strategic Goal:	6. Landcare NSW communicates effectively to the movement and the community
Objectives:	<ul style="list-style-type: none"><li>Promote the Landcare movement to stakeholders and the community</li></ul>
<b>Area of Activity:</b>	<b>Funding</b>
Strategic Goal:	8. Landcare groups have access to funding opportunities
Objectives:	<ul style="list-style-type: none"><li>Support local groups in gaining access to private and public funding of NRM projects</li></ul>



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## Landcare NSW Incorporated

ABN 24 958 819 359

PO Box 2069 | Armidale NSW 2350

T: 02 8008 8573

admin@landcarensw.org.au

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## Communication—sharing information and knowledge

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Bev Debrincat	Greater Sydney Region	<a href="mailto:bev.debrincat@iewf.org">bev.debrincat@iewf.org</a>
Daintry Gerrand	North Coast Regional Landcare	daintry.gerrand@bigpond.com
Steve Harvey	New England North West Landcare	greenway@bluepin.net.au
Robyn Lamond	Karuah & Great Lakes Landcare	robyn.lamond@gmail.com
Susan Moore	North Coast Regional Landcare	susan.moore@clarencelandcare.com.au
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Megan Rowlett	Endorsed Member	communitysupport@conservationvolunteers.com.au
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Bev Debrincat	Greater Sydney Region	<a href="mailto:bev.debrincat@iewf.org">bev.debrincat@iewf.org</a>
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