

Landcare NSW Inc

Muster 2019 Report

Broken Hill, 22nd October 2019



This report has been prepared by Natasha English and Marien Stark on behalf of Landcare NSW Incorporated:

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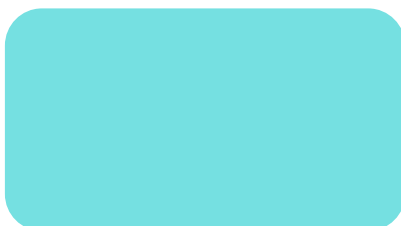
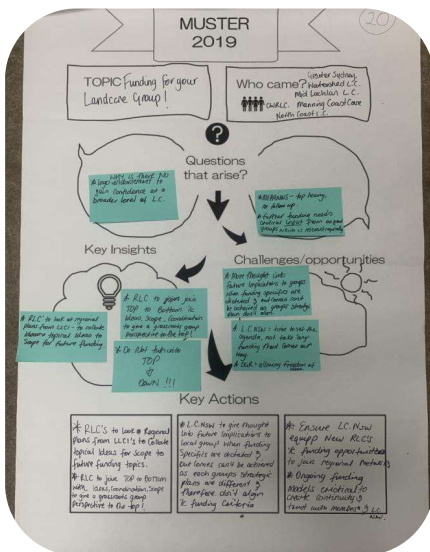
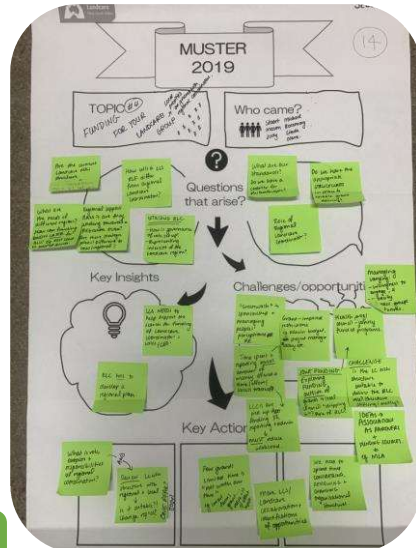
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This report has been prepared from material gathered at the 2019 Muster and prepared for the final report. With additional input from Peter Pigott (Local Land Services) Natasha English, Jennie Coldham, Lucy Chapman and Marien Stark: Landcare NSW staff engaged to deliver the Muster in 2019.

Acknowledgements:

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

Landcare NSW wishes to thank the following organisations for their support of the 2019 Landcare NSW Muster



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Official Welcome by Steph Cameron, Chair Landcare NSW

Good afternoon and welcome to the 200 plus, passionate Landcarers we have in the room. I just want to say a big thank you for travelling, from all over the state to be here with us today.

I want to begin my address by acknowledging the Barkandji people, the traditional owners of the land, upon which we meet.

I'm privileged to make this acknowledgement because it continues an ancient custom, which symbolises the value we Landcarer's place on our relationship with Aboriginal and Torres Strait Islander peoples.

Meeting here in the historic city of Broken Hill, the unofficial 'capital of the outback' is going to be an amazing experience. Please join me in thanking our hosts in Western Landcare NSW and Western Local Land Services for organising this week's events. It's been a big effort and I sincerely thank you. To everyone here this afternoon, thank you for making the time available to participate in our Landcare NSW Muster.

My job today is to officially open the 2019 Muster, our 8th state-wide Muster and I feel very honoured to do so.

It is very fitting that as we celebrate the 30th anniversary of the Landcare movement, we are back here in the West where it all began in 1989. Just 250 or so kilometres south of here, down the Silver City Highway in Wentworth, is where the late, former Prime Minister Bob Hawke, delivered his speech to launch the national formation of the Landcare movement, an unprecedented union between, farmers and conservationists, to help protect the Australian landscape for future generations. Three decades later, Landcare has evolved into a national movement of over 6,000 groups and hundreds of thousands of volunteers, all playing a central role in sustainable agricultural practices and conservation activities, while also developing and enhancing community spirit.

Our history, of Landcare NSW, began in June 2007 when a group of volunteers met in the town, of Myuna Bay on the shores of Lake Macquarie, to figure out how to get the NSW Government to listen to grassroots Landcare.

In October of that year, the inaugural Muster was held in Tamworth. The headline on the flier for that event read: *Landcare Finds Its Voice!* Participants at that first Muster agreed enthusiastically to form a peak body for Landcare.

Now in 2019, ten years later, today is your opportunity to have your say again and continue to contribute to the future strategic and policy direction of our peak body, Landcare NSW.

There are many Landcarers in the room who have been involved in Landcare from the very beginning and we acknowledge your tremendous dedication and commitment.

While there are people here today who have a long history with Landcare, we also have a new generation of Local Coordinators and Landcare volunteers coming through who are making great inroads into caring for our land, environment and people all across the state.

I welcome you all to our Muster today and encourage you to become involved, if not already, with Landcare NSW – we are your organisation.

From the Muster – and through our Councillors – we want to hear what is important to you and the Landcare movement. The feedback and suggestions you provide here today, via the Mini Musters and throughout the year to Councillors, are the key mechanisms that set the agenda for what Landcare NSW needs to achieve for our members.

For Landcare NSW to deliver this agenda, we develop a strategic plan to guide us. Under this plan – and with the help of our partners in the NSW Government – we recruited our first CEO, Dr Adrian Zammit.

The outcomes from today's Muster will form the basis of the next 3-year strategic plan for Landcare NSW going forward.

Since our last conference in Albury Landcare NSW has experienced massive growth and I would like to acknowledge publicly the effort and dedication of Adrian and his small dedicated team, for the work

they do in collaboration with volunteers across the state and those on the Landcare NSW Executive Committee and Council.

You have all put in an enormous amount of work and I thank you very sincerely for your contributions. I would like to highlight the work that has been done to professionalise Landcare NSW and develop our capacity so that we are better equipped to support our members and the Landcare community. Our relationship with Local Land Services is extremely important.

The formal mechanism for the partnership with Local Land Services is called the *Joint Management Committee*, known as the JMC, which is co-chaired by Local Land Services Chair Richard Bull and myself, and underpinned by the Memorandum of Understanding signed at the Muster in Orange, those of you that were there would remember.

Since 2015, Landcare NSW has worked with Local Land Services to deliver the *Local Landcare Coordinator Initiative 2015 – 2019* and will continue to work with them to deliver the *NSW Landcare Program 2019 - 2023*. I would like to acknowledge Richard and his team.

I would also like to acknowledge the work that has been done by Adrian and his team to diversify revenue sources. While our partnership with Government remains a core element to a sustainable future, we have taken the necessary step to develop and generate new funding sources.

Looking forward we will continue to improve our services to members, become even more effective at linking grassroots Landcarers to decision makers and we'll continue the job of building the systems and processes to diversify revenue sources for Landcare in NSW.

As you would all understand, we operate like most of you, trying our best to do a lot with a little, working in a constantly, changing environment, trying to build a member-based organisation to sustain Landcare in NSW – and also to contribute to the development of Landcare nationally. We have achieved much in the past two years. We have endeavoured to stay connected to the community, stay true to our core purpose and ensure Landcarers have the support they need to care for our land, environment and communities.

I invite you, members of the Landcare community you are representing today, to get behind us at Landcare NSW as your peak body.

We only exist to further your objectives, and only by working together will we succeed.

I look forward to the discussions this afternoon and to catching up with you over the course of the next few days.

Stephanie Cameron
Chair Landcare NSW Inc

Background

The bi-annual Landcare NSW Muster was held in Broken Hill, New South Wales in conjunction with the Landcare and Local Land Services State Conference. The venue was the Broken Hill Civic Centre at 31 Chloride St.

The Muster was held on Tuesday 22nd October 2019, 12:30 – 4pm, with a feedback session on Thursday 25th October 2019, where the initial themes / priorities as determined at the Muster were shared back to participants.

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

1. Provide an update to 2019 Muster attendees about Landcare NSW achievements since the 2017 Muster – “You Asked; We Delivered”
2. Gain feedback on Landcare NSW initiatives and other operational activities undertaken to achieve its strategic objectives
3. Identify, document and collect issues affecting Landcarers in NSW
4. Prioritise Key Focus Areas for Landcare NSW to implement in the next two years (2020-2021)
5. Give feedback to the 2019 Muster Landcarers regarding the outcome of their input and how this will be taken into account by Landcare NSW (on Final Day of Program)

The 2019 Muster was the 8th Muster held and was attended by 212 Landcarers from across New South Wales. The forum was facilitated by Peter Pigott, Regional Agricultural Landcare Facilitator from the South East region. Landcare NSW’s CEO, Adrian Zammit was unable to attend the Muster, so his duties were fulfilled by Landcare NSW Chair, Steph Cameron.

Prior to the Muster, groups and networks were provided information and a kit to enable them to host “Mini- Musters” to capture information from their region. This served two purposes: to relay issues of significance from regions to Landcare NSW to better inform Muster planning; and to encourage groups/networks to host events, discuss priorities and capture information on behalf of their groups.



The information received by Landcare NSW was collated prior to the Muster and considered in the design of the Muster Agenda. Derived topics were then discussed in Sessions 1 and 2 of the Muster. Session 3 was an opportunity for participants to propose other topics of importance not covered in Sessions 1 and 2.

Overview of Muster

Muster Agenda

The Muster agenda (Appendix 2) was circulated to participants prior to the Muster. A summary of the agenda is as follows;

Session	Purpose	Duration
Tuesday 22 October 2019		
Opening address by Landcare NSW Chair (Steph Cameron)	Provide an update of activities, initiatives / projects as well as vote of thanks to all Landcarers for their work.	20 mins
You Asked, We Delivered (Steph Cameron)	Panel Q&A with Landcare NSW Council Representatives Chair Steph Cameron, Deputy Chair Keith Hyde and Treasurer Hunter White	5 mins
Session 1 – Discussion of 4 topics key to Landcare in NSW (Peter Pigott)	Participants discuss and capture actions for Landcare NSW from 1 of 4 key topics in small groups	45 mins
Session 2 – Discussion of 7 further topics of importance to Landcare in NSW (Peter Pigott)	Participants discuss and capture actions for Landcare NSW from 1 of 7 topics in small groups	45 mins
Session 3 – New issues (Peter Pigott)	Small group discussions around topics not previously covered and prioritisation of top 3 for entry into Slido.	45 mins
Closing address Peter Pigott	Provide initial feedback on today's Muster and offer thanks for participation.	5 mins
Thursday 25 October 2019		
Recap of Initial results (Natasha English)	To provide feedback, within the time frame of the Muster/Conference, on the initial findings of the Muster sessions	20 mins

Table Hosts and Harvest

Suitably experienced individuals were identified prior to the Muster and invited to host table discussions. A collective briefing was provided for all table hosts immediately before the Muster. Table hosts were not considered 'experts' in the topics, but were tasked to encourage respectful, inclusive, productive conversations within the time considerations and harvest requirements. Predominantly table hosts were Landcare NSW councillors, new Regional Landcare Coordinators and Landcare NSW staff.

The room was setup for the Muster with 24 round tables each seating eight people. However, during the sessions, participants were invited to self-select topics they were eager to discuss. If groups were too small (less than 4), individuals were invited to join another table.

Each table was provided with a 'harvest sheet' which was designed to capture three actions for Landcare NSW to progress against each topic in Sessions 1 and 2. Harvest sheets also captured questions that arose, challenges and insights. It was recommended that the scribe and table host were different people.

Muster Welcome and You Asked, We Delivered

Attendees were welcomed to the Muster by Steph Cameron, Chair Landcare NSW, and were provided with an overview of achievements by Landcare NSW since the last Muster which was held in Albury in 2017. Participants were provided with a booklet – "You Asked; We Delivered" which outlines achievements against actions that were asked of Landcare NSW at the previous Muster. The booklet can be found at <http://landcarensw.org.au/news-events/musters/>.



This session provided an opportunity for Muster participants to pose questions directly to Landcare NSW through Council representatives. The panel was comprised of Landcare NSW Chair Steph Cameron, Deputy Chair Keith Hyde and Treasurer Hunter White who answered questions from the audience captured and prioritised through Slido. Due to limited time, questions unanswered during the Muster were retained and responded to separately by Landcare NSW.

Sessions 1 and 2: Priority topics for Landcare groups and Landcare NSW

Sessions 1 and 2 were designed to encourage authentic conversations and derive actions for Landcare NSW to progress around predetermined topics of priority to Landcare networks and Landcare NSW. This was also an opportunity for participants to better appreciate the benefit of Landcare NSW support for local and regional group/ network actions, issues and priorities.

Session 1 addressed 4 topics which were considered of the highest importance as derived from both Mini Muster feedback and relative to the Landcare NSW strategic plan.

1. The 'Value of Landcare'. How do we measure the multiple benefits of Landcare?
2. Funding for your Landcare groups and activities – Partnerships that deliver.
3. Landcare Support (Local and Regional Coordinators – Professionalising Landcare)
4. Landcare Membership

Session 2 addressed 7 further topics which were considered of importance to the Landcare network in NSW and Landcare NSW.

1. Communication internally
2. Communication externally (Landcare NSW Representation)
3. Recruiting volunteering – the young and not-so young
4. Funding for your Landcare group and/or activities
5. Partnerships
6. Representation
7. Governance for Member Groups

Data collected and collated from Sessions 1 and 2 are available in the Appendices.

Session 3: Other Topics

This session provided participants with an opportunity to nominate topics not covered in Sessions 1 and 2. The powerful question posed for this session was

“What are the conversations that we still need to have for Landcare in NSW to thrive?”.

Responses were submitted in Slido and are included in the Appendices.

Evaluation

An evaluation was undertaken at the close of the Muster, using Slido. Questions were both multiple choice and text responses. Questions included satisfaction of and value in attending the Muster, what

did you like or didn't like about the Muster and which topics from sessions 1 and 2 are the most important to you. Results of this evaluation are available on page 24.

Initial Feedback

To validate the efforts of those who had contributed to the Muster, Landcare NSW staff used the conference period to collate and interpret the data collected. This allowed participants to receive feedback on the Muster findings through trends and responses while still in Broken Hill.

Enablers

The following key enablers underpinned the planning and facilitation of the Muster. These factors are considered mandatory for successful participation however the challenge for future Musters is find mechanisms or strategies that produce insightful suggestions and key ideas that could be actioned by the peak body Landcare NSW

Professional facilitation – developed process for gaining most from 3-hour session A facilitator who is familiar with participatory forums and some understanding of Landcare	Environment conducive to gaining feedback
Time management that factors in participants arriving and allowing for connections to be made at tables prior to commencement.	Record keeping (via templates)
Landcare NSW Councillors / Facilitators	Clear instructions
You asked / We delivered presentation ready to open Muster	Attendees willing to participate in process

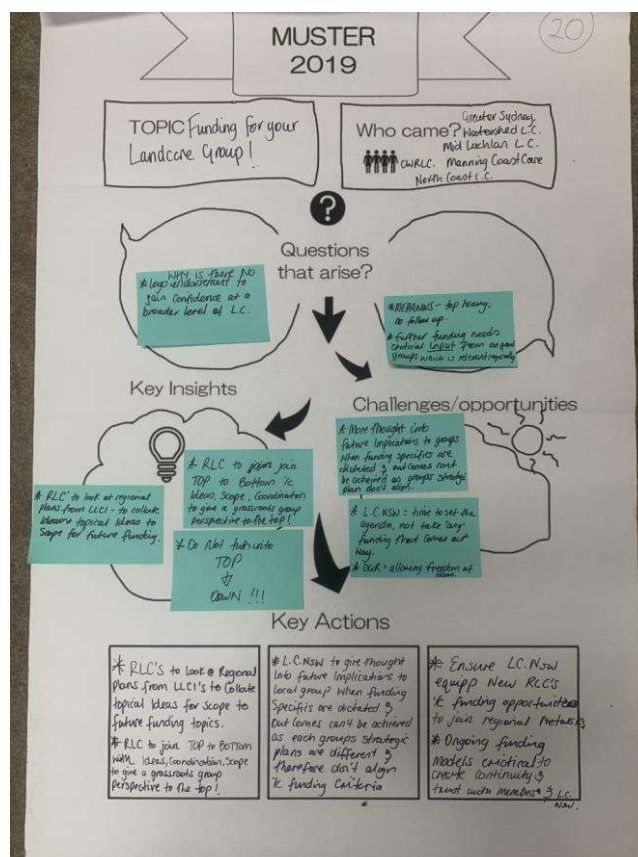
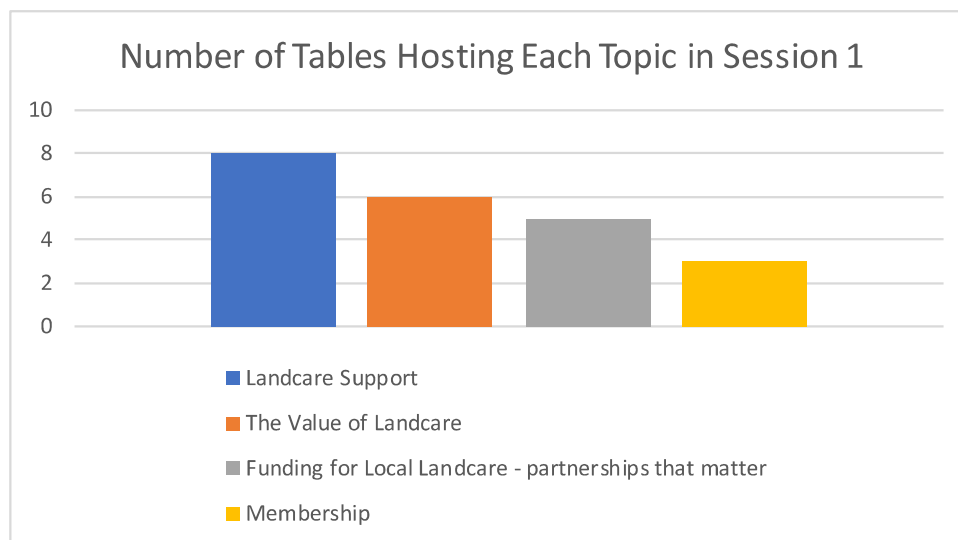


Results of Muster

Each of the topics during the session were guided by a template that asked for the topic name, who came, Questions that arose, key insights, challenges, concluding with 3 key actions. The following topics are summarised following these headings.

Session 1: Discuss 1 of the 4 most important topics to your group and Landcare NSW

A total of 22 table discussions were held in Session 1. Table 1. shows that the topic discussed by the most tables was Landcare Support (8), and by the least number of tables was Membership (3).



An example of a completed harvest sheet used during the Muster.

The following summary of the information captured at the Muster, follows the headings on the template provided at the Muster. If there is no information recorded under the following headings, Questions that Arise; Key Insights; Challenges/Opportunities and Key Actions, it is because no information was recorded or legible. The most critical for the purposes for guiding Landcare NSW are the Key Actions.

Topic 1: The Value of Landcare

The 'Value of Landcare' How do we measure the multiple benefits of Landcare?
 How we capture both the tangible and intangible benefits the Landcare movement can offer?
 Discuss this in relation to how Landcare NSW could support this with three key actions

Key Insights included that 'it is very difficult to measure value – it is very personal' and an identified challenge was 'How does LNSW show the smaller individual groups that they are valued?'

The following actions were proposed relating to the Value of Landcare. These actions were classified into general actions as well as those specifically relating to definition, data capture and communication.

Actions - General

- Having a big picture - vision for the future.
- LNSW helps foster partnerships with institutions that enable us to measure the value of LC.
- Recruiting new members.
- Professional development in qualitative evaluation.
- LNSW to help groups to connect particularly to increase value of LC in the community.
- Biodiversity - number and range of species in an area that has been worked. Can be measured over years.
- Record on state database - Ask individual groups every time they meet. - Are you enjoying? - What re you working on? - Are you finding working as a group good?
- Awareness of local issues.
- Property values
- Recognising local achievements and celebrating volunteers.

Actions - Data Capture (in relation to the 'value')

- Provision of basic data tools for use at the local level to assist with assessing qualitative value.
- Survey quality of life indicators.
- Standardised templates. Standard KPI's on a full range of projects to get a big picture. But needs to be relevant to each region. Not onerous to LLCI's.
 Easy template to capture useful data. That data can be used to accumulate state totals e.g. number of events.

Actions - Definition (in relation to the 'value')

- Define what the multiple benefits are? Define audience and the benefits that are relevant Value of LC. Is it individuals or groups?

Actions - Communication (in relation to the 'value')

- Case studies. 45 sec personalised videos. Social benefits. Local champions to convey message
 Telling our stories - sharing across the state. We find that sharing ideas works

Topic 2: Funding for your Landcare Groups and Activities – Partnerships that Deliver

How do you see partnership opportunities, facilitated through Landcare NSW, working in the future to benefit grassroots Landcare? Consider that partnership opportunities exist with both government and non-government opportunities

Key insight: 'Every partnership and activity must be realistically funded and completed in realistic time frames'.

Challenges included 'Green washing' and 'Location and equitable attention across state'.

The following actions were proposed relating to Partnerships that Deliver. These actions were classified into general actions as well as those specifically relating to local government, corporate investment, renewable energy, state government, youth and funding.

General

- Consider enabling Landcare groups/networks ability to collect their memberships via link on Landcare NSW website. Include DGR link.
- MOU template for Landcare Networks and Councils
- Template to provide feedback to Landcare NSW regarding Landcare Groups discovery of opportunities for partnerships and funding
- Carbon credit
- Feedback mechanism - through Regional Coordinator? Dedicated email address.
- Targeted project sponsorship the yield win-win outcome (positive stories)
- Partnership building needs to come from the top - not all the Landcare organisations so that it is strategic and well-staffed
- Landcare NSW to investigate forming a Landcare Group in Sydney "Lawyers in Landcare"

Corporate Investment

- Landcare NSW tap into corporate \$ (e.g. Insetting and RDCs)
- Macquarie Bank
Insetting [sic]

Youth

- Negotiate with Department of Education for Junior Landcare Program
Landcare NSW to seek an outcome of Landcare in Schools as part of their curriculum. Invite schools to partner in Landcare events.

Renewables

- Can Landcare NSW work with peak organisations e.g. renewables solar - wind to filter down to regions / local?
Landcare NSW to approach renewable organisations with head offices in Sydney to partner / resource locally

Local Government

- Landcare NSW to establish relationships / MOUs with state peak bodies (especially Office of Local Government) - that local groups can leverage
Landcare NSW to approach Local Government Council of NSW to seek the outcomes of LGAs being encouraged by their peak body to "go forth and seek your local Landcare Group/Network" and consider funding and resources

State Government

- Prospectus at State Level to go to potential partners to showcase the non-tree planting side of Landcare - social impact
- Negotiate with State bodies e.g. LLS and NSW Environmental Trust for simpler application processes and more realistic management of funds (%)

Topic 3: Landcare Support

Local and Regional Coordinators-Professionalising Landcare)

Retrospectively

We are 10 years in the future

After the unparalleled success of the NSW Landcare Program we are asking you to project forward and reflect back on the factors that contributed to successfully achieving the outcomes

High participation/ government satisfaction/great collaboration/ Valued, Capable, Professional
What has got us there?

The following actions were proposed to achieve Landcare Support. These actions were classified into six categories: general actions, funding, connection, partnerships, data and sharing/communication.

General

- Continue to strengthen PFL partnerships and encourage members to engage with Landcare groups/MPs
- Positive resolution of merger at National level
- LNSW / Aust to educate and lobby Govt to take ownership on climate change issues because without it our efforts and money will be wasted without that policy support.
- Develop a 10-year landscape and funding plan - support with local stories.
- Stand on our merits.
- Wider grassroots support for (and involvement with) LC, including Sydney.
- Improve our brand to appeal to everyone (young, city, etc)
- On-ground actions to demonstrate value of work for community
- Relevant training for local coordinators
- Support System built
- Role clarity based on skills amongst allies
- Non-badged conversations about mutual benefits
- No fear advocacy, trust through consistency
- Embrace all the flavours of Landcare e.g. Sustainable land mgmt., + what Landcare is locally
- Structure for networks and groups i.e.. CEO

Funding

- Diversify funding sources - not 100% reliant on govt.
- We give security of funding and tenure to coordinators for 5-year blocks
- Work to provide continuity of funding for on-ground works based on local priorities
- Budget from NSW treasury for long term on-going funding + for regional CEO to support network development. Can't have volunteers running at 3 or 4 levels of Landcare - burnout and loss of great people.
- Regional funding applications by paid staff.
- More support for Landcare Coordinator with long-term security for continuity
- More funding through grants (with recognition of the true cost to LC groups to deliver projects e.g. Admin, travel)
- Career development with FT funding and professional development

Communication

- Facebook groups for Landcare Coordinators
- Face to face meetings at a time people can come
- Sharing needs to be done at these state events
- Plenty of opportunities to share stories
- Yearly get togethers of LLCs
- Sharing Alerts from LNSW
- Use of Open Facilitation processes, World Café Open Space
- Shared services to help groups create products about their achievements
- Communicating/Promoting Successes

Partnerships

- LNSW to form partnerships with local Gov Assoc
- Partnerships- Find a fit with University research and LC, keep the research relevant, current and ongoing.
- LNSW and LLS continue collaboration to support regenerative farming practices.
- Development partnerships, Uni, school, industry and harness at ground level

Data

- Collect better information about what we do for ourselves + govt.
- Consistent form of collecting data on what we have achieved e.g. Salesforce, for reporting and selling ourselves
- Demonstrate our capacity and communicate our strength - integrity of operation

- Database of expertise

Challenges

A total of 25 challenges were highlighted for Landcare Support, including 'There often needs to be an economic outcome to inspire landholders' and 'National unity'. One insight noted that 'Landcare is vastly different and needs to embrace the variety'.

Topic 4: Landcare Membership

Considering the member benefits highlighted in the fact sheet, what do you think membership of Landcare NSW should look like in the future? What is working well?

Key Insights included 'LC brand protection. On ground action not lobbying for agenda. LA holds patent vs LNSW reputation'. One challenge identified was 'We are busy delivering projects, memberships not a priority.'

The following actions were proposed relating to Landcare Membership. These actions were classified into three categories: general actions, partners and definition.

General

- Proxies for membership, keeping enthusiasm for storytelling
- Creating confident committees. Make this more available. Excellent program.
- Tell our Story

Partners

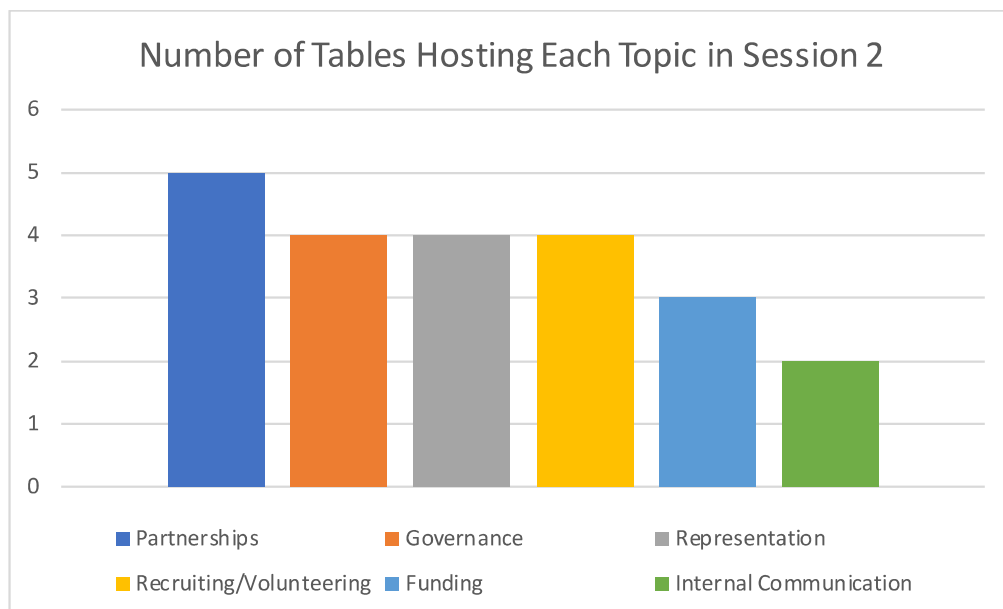
- Partnership, govt public good. NPWS. Ricegrower FCA, AF1, measuring national capital. Local govt including regional county councils. Dept Education - \$15K one-time grant
- Connect with other community groups and encourage sharing of skills, knowledge and people / resources. Avoid duplication of resources and effort when others e.g. CWA, Rotary etc are supporting member too.

Definition

- Define types of membership/ Partnerships?
- Defining structure what LNSW represents. LNSW brand definition.
- What is the Membership structure and how can this be more inclusive to non-LG's but who are supporters of LC?

Session 2: Discuss 1 of 7 topics that are important to your group and Landcare NSW

A total of 22 table discussions were held in Session 2. Table 2. shows that the topic discussed by the most tables was Partnerships (5), and by the least number of tables was Internal Communication (2).



Topics

- Partnerships
- Governance
- Representation
- Recruiting/Volunteering
- Funding
- Internal
- Communication

Topic 1: Communicating Internally

Communication Internally

Establishing and maintaining a process of effective communication and consultation, which allows the voice of grassroots Landcare to be heard, understood and responded to. What are the processes and or tools most effective for **grassroots Landcarers to be kept informed and heard?**
What's possible here for our members? What key actions would drive this?

Questions that arose

Technology - aids for impairments. Share calendar of events

Key Insights

Many groups and experience exist - how to find them?

Challenges

Group to group communication. Different media to cover all participants is required

Key Actions

Access for all - visual and audio

Group to group and region to region - social media

Assist in producing new landowner/member information packs

Topic 2: Communicating Externally

Communication Externally (Landcare NSW Representation)

Vision from Australian framework for Landcare

"All Australians take responsibility for the way they live in the landscape to ensure a healthy environment that supports a sustainable future"

<http://www.agriculture.gov.au/SiteCollectionDocuments/natural-resources/land-salinity/framework/framework-for-landcare.pdf>

We all have living Landcare values

What are your "living Landcare values" and how best do you communicate them outside of the Landcare movement?

How do we ensure our messaging is consistent, coherent and effective?

Questions that arose

Do we have adequate channels for researching farmers? Are any people missing out receiving information from LNSW. Eg local farmers.

Key Insights

Email letters from LNSW. Good LLC is essential. Regional Strategic plan is essential

Challenges

None recorded

Key Actions

LNSW needs to tap into local, existing regional strategic plans - If none existing, LNSW needs to facilitate their development

To continue Landcare Coordinator support of strategic plans to ensure good communication internally Coordinator who brings all together and takes it out to groups

A general strategic plan which informs all what is future direction.

Topic 3: Recruiting Volunteers

Recruiting Volunteering – the young and not-so young Inviting, retaining, recognising and celebrating

What are all the ways you can think of that contribute to a volunteering experience being a positive one?

How are you inviting them?

How would this be enabled/resourced? What are we striving for? Is our need their need?

Questions that arose

What groups should you focus on? Do we need to diversify? Is LNSW leading by example for behavioural changes for environmental outcomes? What does LNSW do when core values don't align with state Gov policy?

How do we get more volunteers? How can we support people to know how to invite. Is professional development in the area of relationship building a worth-while investment?

How to recruit young volunteers. How to develop mentors. Where to get funds for current projects.

How to get current volunteers to welcome new volunteers. Work with those that are interested.

Recruiting and volunteering - make it fun.

Key Insights

Projects tailored to known interest. Separate admin from on-ground works. Structure to identify priority of Landcarers.

Good food. Welcoming. Invite. Increasing skills and knowledge while having fun. Unusual associations working together. Build relationships.

Make sure you can support volunteers.

Start at school. Have kids involved. Landcare site on-ground - Greening Australia - Groups working together. Build. Work with people / teachers that are keen. Need interest. Engagement isn't age specific.

Volunteers need to feel valued for their work.

Challenges

Partnerships with other existing groups (add value). Embrace diversity. Job readiness. Appeal to family groups. Schools involvement, link to curriculum.
Communication. Successful but open and approachable. Recognising that recruitment is a priority. Young people, want to be with friends, want to learn new stuff.
Return volunteers engaging young people. Link junior Landcare and senior volunteers mentoring juniors. Build program "species champions". Sustainable schools. Gould League have environmental programs and resources.

Key Actions

State Actions

LNSW to document/articulate the networks of champions at local, regional, state, national and global
Separate admin and on-ground action

Regional and Local Actions

Promote action when people feel helpless - climate change; drought; zoning/development planning
Passion Mashing - combining 'different' organisations or events to bring together an appealing event
Demonstrate benefits to environment and individuals
When recruiting make it clear what to expect
Increase social media skills/professionalism eg. Targeted message for socio-demographic groups
We want our volunteers to feel - thanked; acknowledged; satisfied at a deep level as they have had an opportunity to connect with others who share similar values; challenged to grow and developed; liked they have learnt something
Use corporate sponsorship to inject "energy" into your group

Topic 4: Funding for your Landcare group and/or activities

Funding for your Landcare group and/or activities

Raising funds at a state/regional level-we now have a regional support role, how best can these elements enable you in achieving your local priorities on the ground?

Questions that arose

Is the current LNSW structure appropriate and flexible/suitable to deliver the regional role and coordination? How will LLS RLF differ from Regional LC Coordinators? What are the needs of different regions? How can funding bodies cater for this?
Regional support roles - Are they working towards a regional plan? Are there strategic plans? Different to local/regional?
Utilising RLC – How is governance of role set up? - Representing interests of the landcare region? What are our standards? Do we have the appropriate structures in place to enable grant delivery? Role of Regional Landcare Coordinator?
Why is there no logo endorsement to gain confidence at a broader level of Landcare? MEPAAW - Top heavy, no follow up. Further funding needs critical input from on ground groups which is relevant.

Key Insights

RLC has to develop a regional plan.
RLC to join top to bottom. Ideas, scope, coordination to give a grass roots group perspective to the top.
RLC's to look at regional plans from LLCI - to collate topical ideas to scope for future funding.

LLS needs to help support the search for funding of Landcare coordinators and roles.

Challenges

Identify broader sources for funding. RLC provides greater scope to seek funding. Systems to overcome issues around staff changes to ensure community knowledge etc.

Time spent and reporting versus amount of money offered. Sponsorship and managing peoples perceptions.

Grant - imposed restrictions. Is the LNSW structure suitable to deliver the RLC role?

More thought into future implications to groups when funding specifics are dictated and outcomes can't be achieved as groups strategic plans don't align.

Key Actions

Lobby funding bodies to streamline and simplify application process

Seek broader sources of funding to feed into regional/local programs

Few grants and limited time - "not worth our time" eg. Smart farms, low grant value

Funding to build capacity across the whole Landcare structure = knowledge to apply for \$\$

Ongoing funding models critical to create continuity and trust with membership and LNSW

Longer term project funding - better outcomes; certainty; risk mitigation (climate etc)

Identify successful pilot projects that can be expanded

RLCs to look at Regional Plans from LLCIs to collate topical ideas for scope to future funding topics

RLC to join top to bottom with ideas, coordination, scope to give a grassroots group perspective to the top

Ensure LNSW equip new RLCs with funding opportunities to join regional networks

Longer term certainty of RLC/LLC employment

Looking to more local relationships. Building loyalty to local projects

Cross regional collaboration to pool resources = efficiencies

LNSW to give thought into future implications to local group when funding specifics are dictated and outcomes can't be achieved as each groups strategic plans are different and therefore don't align with funding criteria.

We need to spend time considering, reviewing and changing organisational structures

Topic 5: Partnerships

Partnerships

Building new strategic partnerships and collaboration-What makes or breaks a successful partnership?

Questions that arose

Service delivery more effective/efficient from a landholder perspective. Formalising partnerships.

Finding the comfort zone between NRM and production outcomes. What constitutes a successful group/partnership? Knowing who to ask. Knowing how to be competitive for funding.

Do we share goals? Is there trust in relationships? Are realistic time frames being set? Is LC being used to acquit funds at last minute? How do we break away from govt funding?

What does each party bring to table - one pagers. Connection with Helen Haynes and her policy. Fee for service, value of LC partnerships, not a cheap option.

Can LLS provide more time for projects eg MEPAAW? Work together with NSW Enviro Trust to provide input to their grants and requirements. Monitoring and reporting to be able to better demonstrate our achievements to potential partners. Can we get a fact sheet about how we all work together - LC groups, LNSW, LLS, Crown Lands etc. Explain what all the different groups do. Aboriginal interaction - is it functioning?

Successful partnerships have diversity of skills. Personal trust, one on one relationships, two way conversations, mutual respect.

Local Govt as potential partner. Leverage strengths.

LC need to be involved in developing the partnership. Intention of partnership needs to be clear from outset. Use of term name LC may have different meanings to each partner.

Summary page about partnership contracts. Win - win for both. CSR connect with volunteer days that companies offer not just corporates to do this. Business chambers - State/local/regional. CWA - environment and ag topics.

LC needs to be involved in the devt of programs. Need better explanation of how/why programs are designed that way. Partnership with AAEE, getting teachers educated about LC. Ethics template/policy for partnerships.

Challenges

Local council not supportive. Distance/remoteness. Local priorities need to be acknowledged. Not over committing yourself through to many partnerships. Quality over quantity. Needs analysis - how can the partnership meet the needs of each party. Short term funding.

Successful partnerships - common end goals - Connectivity with different groups - Training and education. Partnerships usually break down due to lack of info and grey areas. To make it work need to communicate - clarity around objects and goals.

Make it with us, not to us. Local relationships with some LLS regions have problematic. Avoid LC branding being abused.

Peak bodies of other sectors. Soil sequestration - potential partner. Health and wellbeing. Time frames with Govt funding especially drought pressure on them to have real timeframes.

Poor communication. Clear articulation of roles/goals. Mutual respect. LC groups need to be involved in project design to ensure there is a direct benefit to us from being involved. Social media posts can harm partnerships.

Key Actions

Review Local Land Services boards structure/make up to ensure Landcare has representation on board e.g. weeds, catchment issues

Making priorities for Regional Landcare Coordinator role to build relationships with Local Government Council, K35:P35il (sic) counterparts to ensure that local priorities are addressed. Identifying partnerships as a key priority for Local and Regional Landcare Coordinators.

Resourcing / funding to allow opportunities to build partnerships at a regional level. Training / leadership opportunities for Regional Landcare Coordinators/communities to build confidence in creating partnerships.

Landcare NSW and DPIE need to talk more to understand each others roles. Understand each others programs, objectives. Working well at individual / group but good to have it happen across the state Landcare NSW to research successful groups/partnerships and document them to see if others in state could replicate.

Landcare NSW advocates that DPIE etc improve the availability of their information about government contacts / resources/ support to Landcare NSW. Be better at opening avenues of communication.

Have a Partnership Advisor as a role in Landcare NSW

Code of Conduct or Terms of Reference developed by Landcare NSW to guide groups/networks developing partnerships. Both sides are bound by these.

Landcare NSW to work with NSW Environmental Trust, and other grant providers, to improve the grant requirements and process. Being involved in the design and development of programs.

Monitoring case studies and providing ranking categorising so it is easy to find. So we can make better use of valuable information we already have.

Provide a template for Landcare groups to use covering partnerships (roles, goals, processes, ethics, communication etc)

Can we get a Fact Sheet about how we all work together - Landcare groups, Landcare NSW, Local Land Services, Crown Lands BCT etc?

Need program level exchange of information e.g. awareness of opportunity e.g. Saving Our Species program offered through DPIE. More Landcare groups need to know about these opportunities.

Topic 6: Representation

Representation

In the context of the current issues like the drought, what mechanisms can we draw on as a collective to have Landcare's voice recognised in developing long-term solutions?

Questions that arose

What does LNSW really do? Develop stronger relationships with production institutions at a state level.

Support mechanisms to assist marginal properties/farms. Sharing Stories.

Learning about climate change. We are small and don't have political clout. Should we try and do all things ourselves or should we have farmer relations with others? Make public statements on current issues. What can Landcare do to address the issue? Formalised mechanism for gathering information on issues from grass roots, not via councillors. Should we be lobbyists in the future? Show professionalism - not "Greeny" [sic]

Does Landcare have a reputation and profile to be approached for advice? LLS board and CEO must be onside [sic] for partnerships to flourish. Relationships improve with face to face communication. Landcare to engage and consult with Local LC Coordinators on drought. Community and decision makers don't know what Landcare does.

Landcarers find it difficult to explain what they do. Develop methods to get input from landcarers, so that views taken to government accurately reflect them. Give govt confidence that our information is based on consultation from landcarers.

NLP purpose confuses. Voice of Landcarers is shut out. Time of volunteers not recognised. Other organisations getting recognition. Landcare is about outcomes (hard to measure and long term impact).

Key Insights

Doing too many things. Light on focus. What are we really trying to achieve? Better definition of who we are. Issues so diverse can't distil to understandable statement.

Constructive relationships between Govt and Landcare are critical - if necessary, go up the line.

Landcare viewed as junior partner, all the power on LLS side - partnership is unequal.

Honest broker in NRM issues.

Providing an opportunity for people to have a voice, one on one and large gatherings.

Challenges

Upskilling and supporting Local Landcare Coordinators

Be more visible. Recognised as professionals. Changing ministers and outlooks (need different approaches). Stop being reactionary and set long term vision. Accept that we are now working top down as well as bottom up.

Involved in policy decision making. Coming out of drought, how do we do it? How we have brought people together. LNSW is credible and provides sustainability reporting/accreditation for supply chains.

Actions

Landcare taskforces to advise (sp.) - threatened species, drought

LNSW could facilitate the startup of the taskforce (measure value, as well as numbers)

Training for coordinators would help LNSW meet their objectives. If Local LC know what they are.

If we provide labour we are working towards a vision (not random) [sic].

National Friends of Landcare

More LLS board members and representatives should attend Muster

Everyone should have a drought plan (like a bushfire plan)

Topic 7: Governance for Member Groups

Governance for Member Groups

How can Landcare NSW support governance at the local and regional/network scales? Building resilience within a network

How can local Landcare be best supported to manage the challenge of supporting paid staff?

Questions that arose

Can Landcare NSW auspice employment on behalf of Landcare groups? Who is the Member Services Officer at LNSW? Is there someone who specialises in HR questions/issues? Is there a package for incoming Chairs available for induction? Does fair Trading NSW still offer training along Model Constitutions? Can there be a section in Bulletin/Advocate on regular basis to highlight member services?

Is there a framework for LC checklist? Governance as stifling, creativity, adaptability. What happens if a group is in breach consequence or coach? Network flexibility (strategic plans)

Key Insights

LNSW keeps a membership log/excel sheet of individuals who are members across different groups or interest groups. If people could join once ie. Join local group, be member of network, be member of LNSW. Give LC groups/networks the choice to employ staff at local level by LNSW.

Majority of Landcarers at our table were not aware of member services at LNSW ie. who the person was, or that it was even available.

Challenges

Resourcing HR services to LC networks/groups. Logistics of the above. Communicate the availability of the tool kits/templates. LNSW to offer the service of human resourcing. Review tool kit templates - are they still relevant? Suggestion, they need to be more specific.

Need regular Govt updates. Ruralbiz training full day (\$3k) training - detailed, expert advice then empowered coordinators. Specialist advice far too expensive on lean budget. CCC (Creating Confident Communities) workshop great for an overview but need more detailed training. Education Sessions. Templates for strategic plans - develop some. Training for coordinators – facilitation, project management, strategic planning etc.

Key Actions

Flexibility in governance - not all groups into the same structure, "horses for courses" e.g. contracted coordinators not staff

Member Services - need to promote this service more widely. Consider regular member services article in the Advocate / Bulletin. Push more widely that Member Services is available and what they do.

Landcare NSW need to be on top of continually evolving governance changes. Dedicated resources for doing so.

A person in LNSW to call

Funding for training - flexibility in delivery options of trainer "3rd party trainers"

Training for Coordinators - how to handle their hosts

Training for groups - how to handle their Coordinator, define role clearly

Subsidised training in Australian Institute of Company Directors for Landcare NSW Executive and local Landcare volunteers

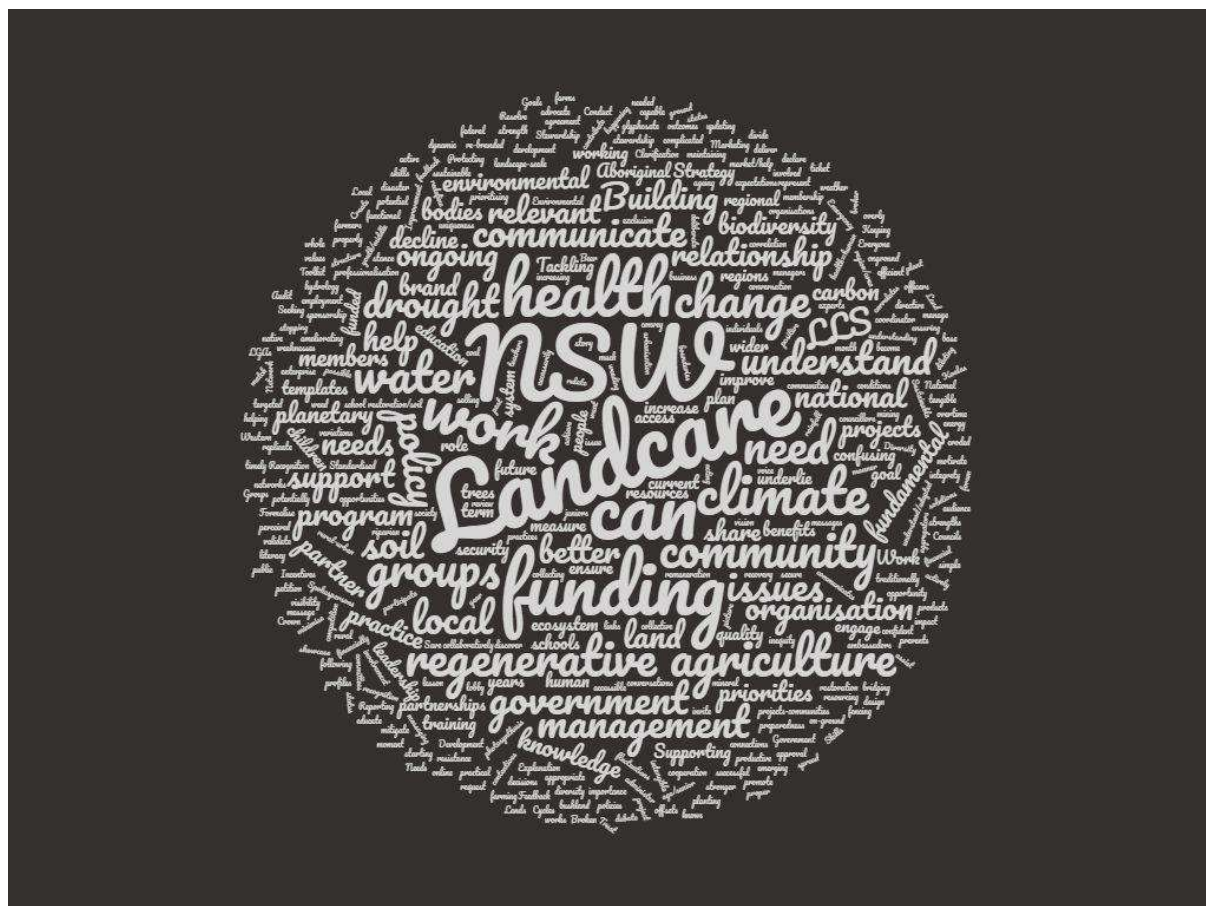
Review Toolkit templates - are they still relevant? Do they need to be more specific?

LLCs and RLCs - helping groups/networks be aware of what is already available

At Coordinator get together give space to Coordinator "how to" - supported / not supported, open forum on what is working / what isn't (without hosts present). Set up exchange of ideas sessions rather than "talks". Be more about the Coordinators and not so much about "projects".

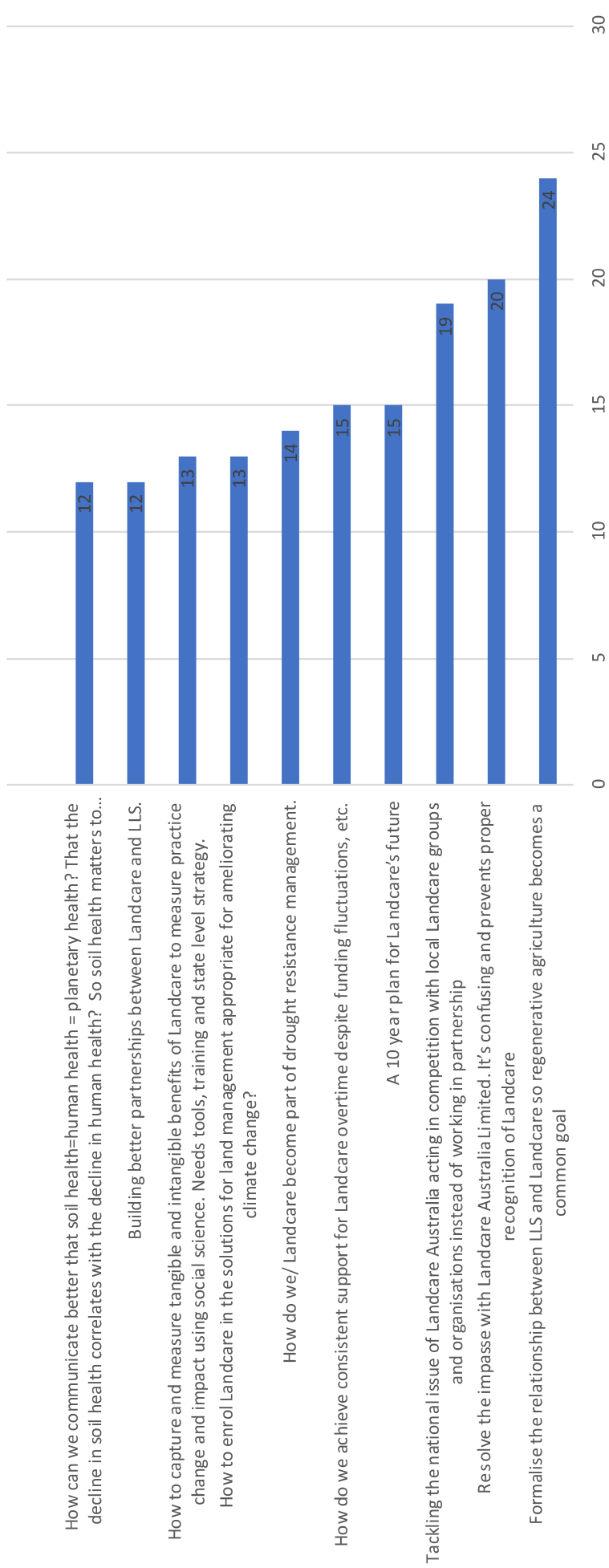
What are the conversations that we still need to have for Landcare in NSW to thrive?

This session was conducted via a Slido Poll, whereby participants uploaded their topics and questions and could vote on topics that appeared to send them to the top of the list. This had benefits in allowing people to provide their feedback anonymously and efficiently. It also allowed people to contribute topics that had not been addressed in the first two sessions. A full list of topics and questions is provided in the Appendices.



What are the conversations that we still need to have for Landcare in NSW to thrive?

Top voted Ideas



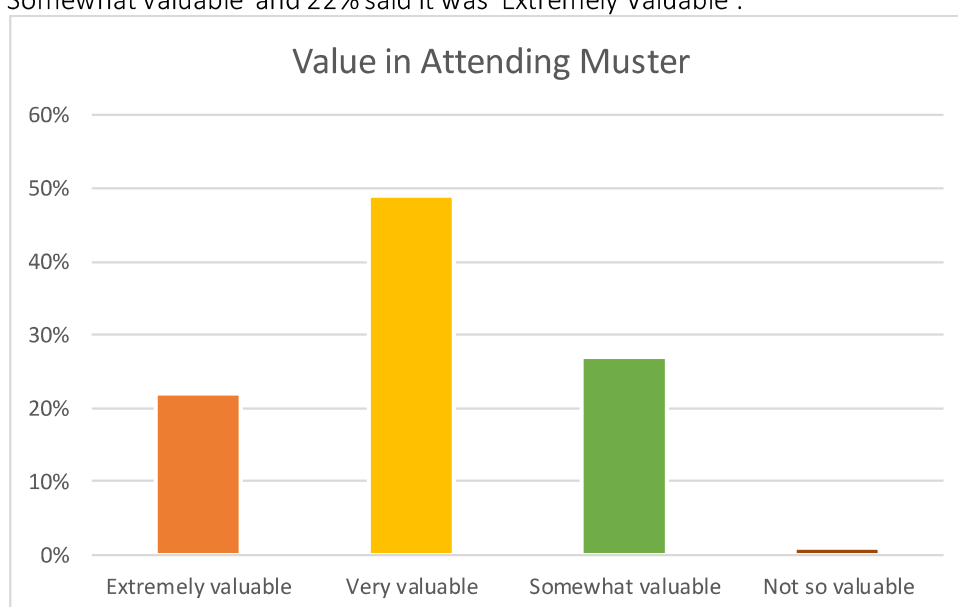
Evaluation of Landcare NSW Muster 2019

Survey Results from Muster Participants

An evaluation survey was undertaken through Slido by Muster participants at the close of the 2019 Muster. A total of 93 Muster participants (or 44%) of all participants completed the evaluation survey. Of these respondents, 53% stated their satisfaction level in the Muster was 'Very Good', with a further 22% stating 'Excellent' satisfaction



Half of all respondents (49%) stated that attending the Muster was 'Very Valuable' to them. A further 27% said 'Somewhat Valuable' and 22% said it was 'Extremely Valuable'.



Feedback from Muster Team

Groundwork and Design:

- Using some of the techniques of Art of Hosting in an attempt to instigate meaningful conversations with a purpose. See <https://www.artofhosting.org>
- Design was good and it was helpful that it was all written out with a detailed run-sheet for each section. This became a critical tool when the facilitator engaged to deliver the Muster was unable to attend at the last minute. There was opportunity to tweak a few things prior to the Muster that was helpful.
- The use of Slido
- In the decision to include a panel for 'You Asked We Delivered' was a good opportunity for Landcare NSW to build confidence by taking questions from the floor on deliverables from the last 2 years.
- Mini-Musters are a great opportunity to hear from the broader Landcare in NSW collective than can attend the muster. ☐ If we had a clear sense of the need and purpose for these musters at each level, we could make sure they align need and purpose for conference, Muster and Mini Musters then align with LNSW needs.
- Design principles for future Musters – look at all the different needs of the Muster, not just the needs of LNSW. Use a process like design from harvest to identify the different desired outcomes and how those could be met.
- Need to think more about how to make the best use of Slido
- Having pre-determined topics at each table, even though these came through the Mini-Musters, had the impact of taking away the sense of agency of the participants in the conversations. Even though we offered the opportunity to move tables to a topic of interest, the lack of 'arrival' meant that not everyone was invested in this movement (the movement can represent self-organisation and ownership of contribution – staying at a table and having a pre-determined topic there gives people the opportunity to be passive about their contribution). In a counter view to this, in the past topics were not defined and extensive in number and therefore the harvest of information was vast and difficult to collate. The issue is not how topics are framed up or not but rather the process for engaging people to discuss them.

Logistics

- The intention of participants 'arriving' at the table of choice wasn't successful – time spent briefing up table hosts meant that we could 'catch' participants as they came in and start the process of welcoming and inviting participation.
- As participants moved to tables of choice, some tables were not full and ultimately abandoned, resulting in a risk of entire topics being missed. ☐ Recommend even spread of participants across topics or a cross check that all topics are indeed being discussed.
- The fact that we opted to have limited feedback from tables meant that it was difficult to gauge what was being covered in the conversations. The feedback from tables also provides the opportunity for those contributing to conversations to feel 'heard' and contribute to a broader collective output (even though this is being done through slido and the harvest templates, it may influence how people feel heard during the event).

Implementation:

Managed to keep to the time frame due to a detailed run-sheet. The run-sheet developed prior to the Muster became invaluable when the contracted facilitator pulled out the day before and the facilitation role went to Peter Pigott. He was able to quickly take over and understand the intent and flow due to this run-sheet.

Recommendations:

- Muster is promoted and delivered as a stand-alone event from the conference

- Recommend incorporate the Muster into the conference rather than it being a separate event
- Disparity of needs from Muster for Landcare NSW and Landcare in NSW.
Recommend broadening to beyond actions for Landcare NSW alone. If the focus stays on 'what is most needed for Landcare in NSW to thrive?' some conversations will relate directly to the work of LNSW and other conversations will have a different focus. Actions can then be allocated appropriately including to LNSW and LLS for action through channels including JMC
- The timing of the Muster in the conference program doesn't allow for participants to bring the content/flavour/stimulated ideas from the conference content and associated conversations.
Recommend scheduling the Muster later in the conference program to make the most of relationships and content on offer at the conference.
- Lack of broader representation at the Muster from other agencies including LLS. Recommend broadening invitation to beyond Landcare to make the Muster more inclusive
- Recommend a teleconference prior to the Muster with all table hosts so they can be better supported to host conversations at the tables.
- The wrap up of the Muster is disconnected from the event and not all who participated are there at the end of the conference to hear it.

Appendices

Appendix 1: Mini Muster Kit

This kit was provided to groups and Networks to allow them to prepare for the 2019 Muster, and or hold a 'Mini-Muster' to feed information back to Landcare NSW for inclusion in the 2019 Muster at Broken Hill.

Appendix 2: Muster Agenda

Appendix 3: "You Asked; We Delivered" Booklet

This document was provided to Muster participants and provide feedback on the achievements of Landcare NSW against the asks of the 2017 Muster.

Appendix 4: Questions to Landcare NSW through Slido

Appendix 5: Session 3 – Topics proposed through Slido



2019 LANDCARE NSW

Muster Preparation Kit

HELP DEFINE THE PATH LANDCARE IN NSW IS TAKING:

- What are your Landcare group's main concerns?
- What's important to help keep your group active functioning and supported?
- Got something you want to tell Landcare NSW?



Photo credit: Kickin Up Dust - Lauren Byrne
Life and Light in the Western Region Photo Competition

Landcare NSW-who we are and why we are here?

You are reading this because you are involved with Landcare. 2019 is the 30 year anniversary of Landcare and whilst the philosophy still holds, much has changed since it began including the maturing of the peak representative body, Landcare NSW. [Landcare NSW](#) emerged from a need identified at one of the early Musters (2007).

Landcare NSW appointed a Chief Executive Officer in early 2018 and now employs a small team of staff. The peak body is supported by an Executive Committee and a Council of regional representatives from across NSW who meet four times a year to guide the decisions made by Landcare NSW. [Landcare NSW's Strategic Plan 2017 - 2020](#), is the roadmap that outlines Landcare NSW's goals and objectives.

This, the 8th Muster, is your opportunity to provide input into the work that Landcare NSW do to support your endeavours into the future.

Background to the Muster

Landcare NSW works to serve community Landcare in NSW by providing a representative voice, seeking opportunities to partner with other government and non-government agencies to benefit members, and provide member services and support. The NSW Landcare Muster is an opportunity for the diverse Landcare community to capture collective issues and consistent themes. The 'many hands, one voice' outcomes of the Muster guides the actions of Landcare NSW between Musters. The initial Muster was in Tamworth in 2007; and since then Musters have been held as part of the NSW State Landcare Conference in 2009, 2011, 2013, 2015 and 2017.

The Muster provides an important way for Landcare NSW to ensure its work is directed by the grassroots Landcare community it serves. Information captured from the Musters is utilised by the representative Council of Landcare NSW to develop policy, programs and support services.

Key Documents

More information about past Musters and Landcare NSW can be found at

<https://www.landcarensw.org.au/>

NSW Landcare Muster 2019

The 2019 Landcare Muster will be held **on the first** day of the NSW Landcare and Local Land Services Conference, Tuesday October 22nd starting at 1pm. Please start to assemble at 12.30pm in the Broken Hill **Broken Hill Civic Centre**, 31 Chloride St, Broken Hill NSW 2880. Registration for the conference commences at 11 am at the Civic Centre.

More information: <http://nswlandcareconference.com.au/>

Attending the Muster?

Attendance at the Landcare Muster is included as part of the registration for the 2019 Landcare and Local Land Services Conference. Please ensure you indicate if you are attending the Muster when you visit the conference website, even if you only intend to be part of the Muster and not the conference. You can register at <http://nswlandcareconference.com.au/>

Please ensure you sign in on the day, but please note you will be unable to attend any further part of the conference activities if you have not paid to attend the conference. Please be advised that lunch is NOT provided before the Muster commences, afternoon tea will be held during the Muster.

Providing Input

Your Preparation for the Muster If you are unable to attend

Landcare NSW is providing two important opportunities to shape our 2019 NSW Landcare Muster and ensure it is relevant to you and our Landcare members.

1. **Online Survey:** getting information back to us has never been faster! While it doesn't hold the benefit of a 'collective-view' from your region, it is a good way to provide your thoughts back to us on your suggested Muster topics and other ideas. See below for more information.
2. **Host a Mini-Muster:** take this opportunity to follow our guide to gathering regional input in preparation for the Muster, we've provided all of the tools below. The information you gather will be used to shape this year's Muster.

Need more Information?

1. Muster Topics

To help with the preparation of the 2019 Muster, Landcarers have the opportunity to provide input on the focus areas for the Muster, starting with those raised from the past Muster held in 2017 and from feedback sought from Council representatives since then. We ask that you inform us of the current relevance of the topics below and also of any new areas that they would like discussed at the 2019 Muster. To do this you can access the [online survey](#) to provide your input.

At the 2017 Muster a list of topics were provided as the issues of importance to Landcarers, who were then provided the opportunity to workshop these in a round table grouping to examine the topics and provide direction to Landcare NSW as to what they felt Landcare NSW could do about these topic areas.

The full report from the 2017 Muster can be read at <https://landcarensw.org.au/news-events/musters/>

Natasha English State Landcare Coordinator, Landcare NSW Ph 0411 567 486 nenglish@landcarensw.org.au	Jennie Coldham Member Services, Landcare NSW Ph 0427 260 258 jennie@landcarensw.org.au
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The full report from the 2017 Muster can be read at <https://landcarensw.org.au/news-events/musters/>

2. Holding a Mini Muster prior to the 2019 Landcare NSW Muster

Landcare NSW encourages groups, districts or regions to get together prior to the Muster to gather input from their own members to:

- Ensure that representatives of the group attending the Muster are providing input gathered from their members.
- Identify issues of importance to your group, district or region that can be advanced to Landcare NSW.

Area of Focus

Landcare NSW's Vision is for "a viable and resilient Landcare community contributing as a valued partner to a range of community, natural resource management and agricultural outcomes". Whilst groups will have a number of issues or priorities that they would like to see Landcare NSW take action on, it is important to make the distinction between:

Issues of importance to each Landcare group in their local areas (such as weeds, pests, biodiversity, production)

Topics/challenges that if addressed will contribute to the value and support of Landcare groups and their ability to operate and meaningfully support and deliver to their local communities.

The **focus of Landcare NSW's work is on the second point above**, this should be the focus area for any of the issues you progress through the Mini Muster to Landcare NSW and the 2019 Muster.

Holding a Mini-Muster

- | | |
|--------|--|
| Step 1 | Invite your members! Obvious but important. Make it an informal affair – have a catch up over a cup of tea. |
| Step 2 | Outline what the Landcare NSW Muster is and its purpose (use this document) |
| Step 3 | Complete the Muster survey (Attachment 1) as a group and identify the topics of importance TO YOUR GROUP from the topics provided (see below). |
| Step 4 | Identify any other topics your group considers important. Identify up to three key priorities. |
| Step 5 | For your three priority areas complete a Muster worksheet (Attachment 2) |
| Step 6 | Return this information to Natasha English: nenglish@landcarensw.org.au
By Monday 23rd September |

The following topic areas are some of those raised as issues of importance at the 2017 Muster and there are some new topics that have emerged from our council regional surveys and a recent workshop. Please review and indicate how important they are to you? Once you have chosen your topics of high importance please provide further information on the specifics of your discussions on this topic in Attachment 1.

It is important that for any of the topics selected as being of high importance, that you also include a few sentences on the exact nature of the discussion on a topic. What specifically interests you/your group on the topic. Please provide this in Attachment 1 below.	Not important	Low importance	Moderate importance	High importance	Very high importance	N/A or Not sure
Landcare Support						
Landcare Support Program policy position – beyond 2023						
Local Landcare Coordinators						
Regional Landcare Coordinators						
Communities of Practice						
Funding						
Landcare NSW Fundraising						
Funding for your Landcare Group and activities						
Landcare NSW Fee for Service Opportunities						
A Voice for Landcare						
National – Landcare Australia / National Landcare Network						
Landcare NSW Representation						
Enabling the voice of Landcare						
Membership						
Landcare NSW Membership						
Member benefits						
Partnerships and Opportunities						
Maintaining independence and identity whilst developing partnerships						
Landcare and Local Land Services						
Building new strategic partnerships and collaboration						
Linking with Local Government						
Building relationships and links between other NRM groups						
Communication						
Indigenous Advocacy role						
Improving communications - Landcare NSW communication tools						
Increasing Youth Engagement						
NSW Landcare Gateway						
The Value of Landcare						
Communicating the value of Landcare						
Measuring the value						
Seeking funding outside of Government programs						
Governance						
Landcare Group / Network Governance						
Professionalism of Landcare						

Muster Topic Survey 2019 (Attachment 1)

The Muster is an important way that Landcare NSW can ensure its work is directed by the grassroots members it serves. Information captured from the Muster is utilised by the representative Council of Landcare NSW to develop policy, programs and support services.

Please complete this survey and return by **Monday 23rd September** to help us be able to work better for you. Email Natasha English, nenglish@landcarensw.org.au or access the [online survey](#) here if you prefer.

1. Name (optional): _____

2. I am a member of:

i. Group: _____

ii. Landcare Network: _____

iii. Regional Network: _____

3. I am a:

☐ Landcare volunteer / group member

☐ Landcare committee member

☐ Landcare staff / contractor

☐ Government staff

☐ Other, please specify: _____

4. How would you describe the health and/or activity of Landcare in your area?

☐ Growing

☐ Steady

☐ Declining

5. What are the three (3) main current issues for your area/group from the topic list or others?

Remembering to focus on issues around the value and support of Landcare groups which impact on the ability to operate and meaningfully contribute and deliver to their local communities.

--

6. What support have you or your group accessed from Landcare NSW in the past 2 years (since 2017 Muster) (tick all that apply)?

✓	Support Resource
	Accessed Local Landcare Coordinator
	Taken up insurance through Landcare NSW
	Enquiry to Landcare NSW Member Services Officer or website or Gateway enquiry
	Utilised Landcare NSW online templates or fact sheets
	Utilised Landcare NSW Governance Health Check checklist
	Participated in regional scale training event provided through the LLCI Program
	Supported using the Gateway website
	Presentation by Landcare NSW staff or Council at your event

7. What services or support could Landcare NSW provide to help your group?

--

8. How important is Landcare NSW to helping Landcare in your local area or region? (circle)

- ☐ Not important
- ☐ Low importance
- ☐ Moderate importance
- ☐ Highly important



Muster Agenda
Tuesday 22nd October 2019

Purpose

1. To hold the space where Landcarers are invited to engage in conversations around topics that matter to them.
2. Enable Landcare NSW to articulate the work that is being undertaken at state level that directly benefits Landcare member groups in NSW

Goals

6. Provide an update to 2019 Muster attendees about Landcare NSW achievements since the 2017 Muster – You Asked We Delivered
7. Gain feedback on Landcare NSW initiatives and other operational activities undertaken to achieve its strategic objectives
8. Identify, document and collect issues affecting Landcarers in NSW
9. Prioritise Key Focus Areas for Landcare NSW to implement in the next two years (2020-2021)
10. Give feedback to the 2019 Muster Landcarers regarding the outcome of their input and how this will be taken into account by Landcare NSW (on Final Day of Program)



BRING YOUR PHONE (Please mute it). Download Slido app prior to the Muster or go to the website (see attached instructions). Open Slido app upon arrival to vote on topics at the end of Session 1 and 2. You may ask questions via Slido in the Q & A session and to provide new topics in the final session. Slido sections in the Muster Room are: **POLL Section/Q&A/Ideas**

AGENDA

Time		Lead
12.15pm	Muster Delegates move into venue and take a seat	
12.30pm	Muster begins with Introduction from Jo Eady	Jo Eady
12.45pm	Celebratory films	
12.55-1pm	Official Welcome to the Muster by Steph Cameron - Chair of Landcare NSW	
1pm	Introduction of all Councillors present	Jo Eady
1.05pm – 1.15pm	CEO of Landcare NSW, Adrian Zammit. Overview of achievements since last Muster and Q&A	
1.15- 1.30pm	Question and Answer Session via SLido and roving microphone	
	Overview of Muster Process and SLido App. The following four topics are some of the most important for you and your peak representative body currently. We will be asking all delegates to spend the next 40 minutes discussing one of the four topics at the table where you are sitting. At each table is a host who will assist with facilitating the discussion- please refer to the Topic on your table. The template is to be used to capture the key actions that could be taken forward by Landcare NSW	
1.30pm	Muster Session 1 Commences	
1.30	1 The 'Value of Landcare' How do we measure the multiple benefits of Landcare?	

	<p>How we capture both the tangible and intangible benefits the Landcare movement can offer?</p> <p>Discuss this in relation to how Landcare NSW could support this with three key actions</p>	
	<p>2</p> <p>Funding for your Landcare Groups and Activities – One approach is Partnerships that deliver like Fee for Service</p> <p>How do you see partnership opportunities, facilitated through Landcare NSW, working in the future to benefit grassroots Landcare? Consider that partnership opportunities exist with both government and non-government opportunities</p>	
	<p>3</p> <p>Landcare Support (Local and Regional Coordinators-Professionalising Landcare)</p> <p>Retrospectively – We are 10 years in the future After the unparalleled success of the NSW Landcare Program we are asking you to project forward and reflect back on the factors that contributed to successfully achieving the outcomes High participation/ government satisfaction/great collaboration/ Valued, Capable, Professional What has got us there?</p>	
	<p>4</p> <p>Landcare membership</p> <p>What is working well? What do you think membership of Landcare NSW should look like?</p>	
2.10	Wrap up discussions to move to Round 2	
Time	Session 2 Topics	Lead
2.15	For the next 40 minutes delegates will be invited to move to a table to participate in a discussion with a topic from the following list. Please identify on your template which number topic and discussion point you have chosen to provide information on.	
	<p>1</p> <p>Communication Internally</p> <p>Establishing and maintaining a process of effective communication and consultation, which allows the voice of grassroots Landcare to be heard, understood and responded to. What are the processes and or tools most effective for grassroots Landcarers to be kept informed and heard?</p> <p>What's possible here for our members? What key actions would drive this?</p>	
	<p>2</p> <p>Communication Externally (Landcare NSW Representation)</p> <p>Vision from Australian framework for Landcare "All Australians take responsibility for the way they live in the landscape to ensure a healthy environment that supports a sustainable future" http://www.agriculture.gov.au/SiteCollectionDocuments/natural-resources/land-salinity/framework/framework-for-landcare.pdf We all have living Landcare values What are your "living Landcare values" and how best do you communicate them outside of the Landcare movement?</p> <p>How do we ensure our messaging is consistent, coherent and effective?</p>	

	<p style="text-align: center;">3</p> <p style="text-align: center;">Recruiting Volunteering – the young and not-so young</p> <p style="text-align: center;">Inviting, retaining, recognising and celebrating</p> <p style="text-align: center;">What are all the ways you can think of that contribute to a volunteering experience being a positive one?</p> <p style="text-align: center;">How are you inviting them?</p> <p style="text-align: center;">How would this be enabled/resourced?</p> <p style="text-align: center;">What are we striving for? Is our need their need?</p>	
	<p style="text-align: center;">4</p> <p style="text-align: center;">Funding for your Landcare group and/or activities</p> <p style="text-align: center;">Raising funds at a state/regional level-we now have a regional support role, how best can these elements enable you in achieving your local priorities on the ground?</p>	
	<p style="text-align: center;">5</p> <p style="text-align: center;">Partnerships</p> <p style="text-align: center;">Building new strategic partnerships and collaboration-What makes or breaks a successful partnership?</p>	
	<p style="text-align: center;">6</p> <p style="text-align: center;">Representation</p> <p style="text-align: center;">In the context of the current issues like the drought, what mechanisms can we draw on as a collective to have Landcare's voice recognised in developing long-term solutions?</p>	
	<p style="text-align: center;">7</p> <p style="text-align: center;">Governance for Member Groups</p> <p style="text-align: center;">How can Landcare NSW support governance at the local and regional/network scales? Building resilience within a network</p> <p style="text-align: center;">How can local Landcare be best supported to manage the challenge of supporting paid staff?</p>	
2.55pm	Wrap up discussions for Round 2	
3pm	Afternoon Tea	
3.15pm	Session 3 – Slido in Action	
	<p>This round looks at those topics that are of interest to you that are not already addressed in previous rounds. This is where you can choose a topic and upload it to Slido. It is critical to remember that anything suggested needs to be related to state and potentially regional level initiatives. We welcome topics/ideas/actions or strategies</p> <p>Please note Topic on the Template provided and articulate the discussion point</p>	
4pm 4.15pm	Close of Muster	

Appendix 3

You Asked We Delivered can be found at <https://landcarensw.org.au/wp-content/uploads/2020/01/You-asked-we-delivered-document-web-ready.pdf>

Appendix 4

Questions and responses raised via Slido

Landcare was started to assist agricultural landholders will this focus change as more urban groups form? R- - the strategic objectives and the hence the focus for Landcare NSW will be decided by the Executive Committee and endorsed by the representative Council. Landcare NSW will always respond to the needs of its member community landcare groups. These needs are mostly related to capacity building, funding, representations and clearly articulating to key stakeholders the great value that Landcare delivers to the community in NSW.

Looking into the future, how can Landcare NSW make funding more accessible and easier to apply for - especially with small projects? R- *At the present moment, Landcare NSW continues to focus on building partnerships that deliver state-wide programs such as the LLCI, the NSW Landcare Program, the CDS and the MEPAAW program. New programs in the pipeline include the BCT. Most of the programs are co-governed, co-managed and co-delivered with our strategic partners such as LLS, which means that funding accessibility is governed by a Joint Management Committee consisting of both Landcare NSW and its partner (e.g. LLS). As a long term objective, Landcare NSW aims to build a significant trust fund, which it will use to offer funding to its members through a grant process. I believe that we are still a few years away from offering this to our members.*

Advocate for Landcare inclusive of people with disabilities and Landcare NSW support through tools i.e read aloud function on newsletters for visually impaired. R- *Landcare NSW will certainly look into offering these services to people with disabilities when resources allow.*

Are we sharing information regarding programs & initiatives efficiently to avoid reinventing the wheel? Is there a resource that collates programs/initiatives? R- *communicating effectively within the vast and complex Landcare network in NSW is very challenging. Landcare NSW, working closely with its members, is continuously looking at ways it can improve it disseminated information effectively to all Landcarers.*

How do we make; children, politicians, general public, recalcitrant farmers value the environment, bio diversity and complex but essential ecosystems.- R- *this is a very complex problem that will require the input of all stakeholders.*

Should Landcare push one overriding message of import - that soil health is important because it relates directly to human health - and make that a priority.- R- *Landcare works to strengthen and protect our communities, our farms and our environment.*

Can we get a fact sheet covering all the different organisations and how they work together?- R- *not sure what they mean by "different organisations"*
Could Landcare start taking on a 'watercare' role where it builds groups and networks to care for our water and it's environment too- R- *Landcare groups already do a lot of work that directly relates to waterway health across the state. In addition, Landcare NSW has recently formed a partnership with OzFish Inc. the peak body for recreational fishers, to work together to look after our oceans, coasts and inland waterways.*

How can we get more on ground support for landholders with small holdings, not seen as a priority for LLS- R- *Collectively, Landcare NSW and Landcare groups need to articulate the reasons why better on ground support for small land holdings is required; questions like- what would be the benefits to the NSW community/ economy if more public funds were "invested" in small holdings? Until Landcare articulates this "value" it will always struggle for funding.*

How do we ensure successful succession on boards and future leaders for Landcare?- R- *Landcare needs to better articulate what it offers to young people and future leaders, and, Landcare needs to understand the needs of people from younger generations. Landcare needs to refresh its approach to make the movement compelling for new people to take on the added responsibility associated with board and leadership positions.*

LCNSW is in danger of becoming top heavy with staff and bureaucracy, how do we stop this?- R- *All organisations, whether they be Charities or commercial entities, require a skilled and experienced staff, policies and procedures, and governance structures if they are to deliver on their mission or purpose, and to be able to comply with all legislative requirements. Staff numbers, structures, policies and procedures will grow in relation to the extent of services and products that an organisation provides to its members/ beneficiaries (in the case of charities and NFP organisations) or sells to its customers (in the case of commercial companies)*

Seed collection & propagation of endemic natives seems essential to regenerate local habitats. How can LNSW assist in this task ?- R- *LNSW can assist through its representation and marketing/ comms activities.*

Tell us about either the State or National Marketing Strategy which should be understood/adapted by LLC Groups, and how it might be rolled out...- R- *Landcare NSW believes that its marketing and communications strategy should be aligned with those of its member groups. It is important that Landcare in NSW presents itself as a cohesive, coordinated, cooperative and well structured movement. A marketing and communications strategy that is consistent at all levels of Landcare in NSW is critical in achieving this strategic aim.*

What is the difference between LC NSW & LC in NSW?- R- *Landcare NSW is the peak body for Landcare in NSW, a member-based organisations. Incorporated Landcare groups are its members. On the other hand, Landcare in NSW is the entire Landcare movement in NSW; that is, 60,000 Landcarers aggregated in 3,000 incorporated and unincorporated Landcare groups.*

Can individual groups become members of a local regional network to gain membership of Landcare NSW?- R- *No. Under its current constitution, only incorporated Landcare groups can become members of Landcare NSW. Therefore, individual incorporated groups can become members of Landcare NSW and of a regional Landcare network, whereas unincorporated Landcare groups can become members of their regional Landcare network but not of Landcare NSW.*

Can individuals be members of Landcare NSW?- *Not currently, but there are plans to allow individuals to become supporters of Landcare NSW. This change will likely occur in 2020.*

Can you explain the benefits to connecting LNSW and Landcare Australia, eg more corporate investment, junior landcare which helps succession planning & others- R- *The benefits of having an effective national peak body for Landcare would be very significant- indeed a game changer for Landcare. At the moment, Landcare has two organisations that operate at the national level- the National Landcare Network and Landcare Australia Ltd. This creates a very confusing and damaging picture for the Landcare movement with all its stakeholders (government, corporates, philanthropists) and the general public. Resources are wasted by having two national Landcare organisations. However, talks are presently underway to merge the National Landcare Network and Landcare Australia to create one national peak body for Landcare, whose role it would be to represent its members (the 8 state and territory Landcare peak bodies) in Canberra. This would mean that Landcare groups would have a peak body that can represent them, and fight on their behalf for increased funding (e.g a better designed and funded National Landcare Program) at the national level.*

Could you please tell us a bit more about the Landcare NSW & BCT MoU and what opportunities that might mean for Landcare groups?- R- *The MOU is an agreement that the BCT and Landcare NSW will co-design, co-manage and co-govern a series of BCT educational workshops across the state. Presently the BCT has earmarked \$1.374 million for this program. Landcare NSW and the BCT are currently in the co-design phase of the programs. It is envisaged that commencement of these programs will occur in 2020.*

Is there interest in partnering with other groups to clean up litter from TSRs across the state?

When you mention Landcare NSW being a "partner of choice" there is a risk of losing sight of our core business. What parameters are there for new partnerships?- R- *Landcare*

NSW forms partnerships with entities that have similar values, interests and priorities as Landcare, namely protection of our environment, farms and communities across NSW.

With every funding dollar critical, what has NSW Landcare done to approach suppliers about value adding?- R- *Landcare NSW has policies in place that relate to competitive procurement to ensure that the organisations gets the best value possible. In addition, Landcare NSW has a preferred list of suppliers who it knows provide the organisation with effective and cost-effective products and services. Landcare NSW also seeks pro bono services whenever possible. Collaborative partnerships between rural and urban landcare is critical for productive and connective corridors between regions. How will you encourage them?- R- *this is a very good question. In my opinion, there are a number of things that we must do. Firstly, we need to recognise that Landcare will be stronger and more effective in attracting funding if it considered itself, and worked towards, a cohesive, coordinated, cooperative and structured single movement made up of a federation of 3,000 Landcare groups. Once Landcare groups recognise that they are all part of a cohesive, cooperative, coordinated**

and structured movement, partnering opportunities between rural and urban groups will increase. Communications which is key prerequisite to effective partnerships is also likely to improve if Landcare became a coordinated, cohesive, cooperative and structured movement in NSW.

Could you provide an update on progress with the appointment of RLCs? - *all RLCs have now been engaged*

The MEPAAW program was fantastic! Will it be continued? - *R - Thank you. This was a very good example of how a successful partnership between Landcare NSW and a key partner, in this case the DPI, can deliver real value to Landcare groups and to the farming community. Unfortunately, this program will not continue. However, Landcare NSW is seeking to work with both DPI and LLS for the delivery of similar program, from the bottom up through community Landcare groups.*

We need to develop legitimate career paths and professional development into the LLI program? - *the Landcare Program has a coordinator professional development component.*

What are some of the key benefits you see the RLCs bringing in comparison to the LLCs?

What representations has LNSW made with regard to the drought and more support (\$) for landcarers? - *R - LNSW has recently submitted a proposal for the NSW Government to fund a 4-year, \$20 million Landcare Natural Disaster Recovery and Preparedness program, designed to increase the capacity of Landcare groups to do more in relation to drought and bushfires. In addition, LNSW continues to work with the National Landcare Network to position Landcare to benefit from the \$100 million a year National Drought Fund.*

Is Landcare NSW involved in NSW dams planning? And urban water supply management and planning? - *R - no this is not our role.*

Why aren't we playing a key role in shaping govt & LLS response to drought? It has been inadequate - now likely to be vastly increased but poorly spent - *R - Landcare NSW meets with MPs, MLCs and senior public servants to influence on how limited public funds are channelled to reach those most in need.*

What representations are/have been made re funding? - *R - LNSW meets with MPS, MLC and senior bureaucrats on a regular basis to raise the issue that Landcare needs more secure funding for it to deliver more value to the NSW community. Partnerships with government and non-government agencies (LLS, DPIE, BCT, DPI, Exchange for Change) have been formed to channel substantial programs through the Landcare community*

Boasted of significant support for LSOs. half of what we requested. A 50% reduction. why we are unable to leverage our politicians to get appropriate funding? - *R - Landcare needs to better articulate and showcase the value of the outcomes that it delivers to the NSW community and economy. Governments are accountable for the public expenditure and therefore need data that shows that the investment that government is making in Landcare delivers a significant return on investment.*

How do we leverage our politicians (better)? - *R - by forming better relationships with politicians, by being respectful in our dealings with all politicians, by articulating and showcasing the value and return on investment that Landcare delivers on investment/ funding made by the state government. Government will not fund Landcare unless it feels it is getting significant outcomes from this funding.*

Planting trees to save endangered parrot. Meanwhile ignorant land holders knock massive old trees down. OEH no funds, need \$ to fix. We should pressure govt - *R - While it is important for local Landcare groups to advocate for issues of local nature, Landcare NSW believes that its strength lies in it being apolitical and not taking positions on contentious policy issues. Having said this, it is critical to remember that all Landcarers must remain professional and respectful when dealing with key stakeholders, as inappropriate behaviour and/or comments has the potential to significantly damage the reputation of the entire Landcare movement.*

Is there a risk that partnerships with government bodies will result in NSW Landcare being used as a greenwash for environmentally dubious decisions? - *R - No, all partnerships are approved by the Landcare NSW Executive Committee and its representative Council. In addition, LNSW only works with government agencies that have similar values and priorities to Landcare. By partnering with government agencies, Landcare NSW is in a good position to improve program outcomes from an environmental, farm sustainability and community perspective.*

Sustainability underpins the NSW school curriculum. Could Landcare NSW start a conversation with the dept of Ed. to include junior landcare into curriculum - *R - see Landcare Australia Junior Landcare*

Appendix 5

Session 3 - What are the conversations that we still need to have for Landcare in NSW to thrive?

Responses received via Slido

Formalise the relationship between LLS and Landcare so regenerative agriculture becomes a common goal

Resolve the impasse with Landcare Australia Limited. It's confusing and prevents proper recognition of Landcare

Tackling the national issue of Landcare Australia acting in competition with local Landcare groups and organisations instead of working in partnership

A 10 year plan for Landcare's future

How do we achieve consistent support for Landcare overtime despite funding fluctuations, etc.

How do we/ Landcare become part of drought resistance management.

How to enrol Landcare in the solutions for land management appropriate for ameliorating climate change?

How to capture and measure tangible and intangible benefits of Landcare to measure practice change and impact using social science. Needs tools, training and state level strategy.

Building better partnerships between Landcare and LLS.

How can Landcare NSW and Landcare in NSW market/help the general public understand the fundamental relationship between ecosystem restoration/soil restoration and human health and planetary health? And therefore motivate them to join.

How can we communicate better that soil health=human health = planetary health? That the decline in soil health correlates with the decline in human health? So soil health matters to everyone. What people put in shopping basket matters.

Landcare is fundamental to drought preparedness and drought recovery, but we're not in the conversation

The strength of LC has traditionally been its integrity. However this could be eroded as we increase our partnership base. Is Land Care in danger of being used as a green wash?

Protecting land from mining

How can we contribute to bridging the rural-urban divide?

Allocate more resourcing to training at a regional level ie. creating confident committees to deliver in a timely manner

How is the Aboriginal Landcare program

What is our collective goal, do we have one?

* how is LC going to deal with contentious issues? Does the organisation take a stance on issues such as glyphosate, climate change & mining?

Landcare needs to actively engage with State and Federal government about lack of climate change policy, ongoing approval of coal and gas projects negates our work in regenerative agriculture.

Government needs to understand that hydrology, photosynthesis, mineral cycle and biodiversity underlie environmental health and our future. Can Landcare assist government to understand this and reflect this in a climate policy?

Improvement in addressing the potential gap in how councillors communicate back to their regions. Two way communication

Clarification of the roles each tier of government (fed, state, local) has in Landcare and ensuring they work collaboratively together.

Work to secure ongoing, consistent funding for on-ground works addressing local priorities in addition to the priorities set by state and federal government

How do we stop Landcare Australia diluting the brand with 'selling the brand to go on products', not begging for funding in similar way to 'Save the children', stopping trading off the groups & confusing the wider community.

Can Landcare NSW have a system which can be used to validate stewardship to potentially access drought funding.
 Everyone knows we plant trees, but we do so much more. Does our messaging relate to the outcomes that we need for Landcare to thrive?
 How do we engage with new opportunities not necessarily of Landcare. Supporting community members doing environmental works for example.
 Does LC need to be re-branded? Do we need to look at how LC is perceived in the wider community?
 Use of social enterprise - could this be positive for Landcare. Incentives to business to partner.
 Spokespersons are needed that have their own following to tell the Landcare story & why they see what we do as important.
 Toolkit for working with juniors. Case studies with tag for schools and kids and staff skills audit
 How do we/ Landcare onground get involved in the big picture decisions, rather than be handed down a directive?
 The community needs to understand Landcare is more than planting trees - to be relevant to today's society talk about how a healthy environment leads to healthy food.
 Big issues - CSG, water quality & security, exclusion fencing, landscape-scale pest & weed management
 Use the term Tackling emerging weather issues rather than the Climate Change term which, unfortunately is not helping the cause/real issue that seriously needs massive attention.
 What will Landcare look like in 30 years time? Will we still be here?
 Provide training and ongoing support to explore the resources available from NSW Landcare
 Recognition of uniqueness of each region/area and their strengths and weaknesses, an understanding that a one-size-fits-all approach doesn't work.
 Would an online forum for members improve access to knowledge and communication?
 Landcare NSW Needs to be more active to ensure the Balance is correct on maintaining native veg.
 Yoga weeding, spread the audience
 Tell us about either the State or National Marketing Strategy which should be understood/adapted by LLC Groups, and how it might be rolled out
 Can Landcare increase visibility by updating old faded signs at key/historic projects and showcase a new dynamic design including QR code with the site story at all sites
 The great energy debate! What's our role?
 Create a new vision and style with input from younger members
 Can we ask LGAs to match funding for Landcare
 How can the practices of regenerative agriculture + ecosystem farming be brought into Landcare work outside farms, eg replanting, community gardens, erosion control.
 * How do we show the correlation between big ticket issues? IE- water, soil, carbon, biodiversity. (eco literacy).
 Using Landcare to help promote financial /remuneration benefits of sustainable land use practice. ie Stewardship, carbon sequestration, tourism etc
 Conduct a Skills Audit and Network listing to share within membership
 How do we properly (financially) support the professionalisation of regional bodies (eg networks) to administer and deliver projects and manage staff?
 Can we have more opportunity to share successful projects with other regions
 Is our current structure the right one going forward.?
 Use of brand ambassadors to advocate for Landcare. Diversity in profiles eg youth/middle age/senior
 *What role can LC help to manage water and riparian areas for all areas of management.
 understand where LLS and Landcare work well and replicate through the development of models
 Beer sponsorship. Coopers by straw poll
 LC involvement in water quality, water security.
 The EPBC Act is under review starting this month. What is Landcare's feedback?
 Building better knowledge of the whole organisation
 What is the simple message that communicates Landcare and what experts might help us work out how to convey that message especially to urban populations- ed Gruen Transfer
 Standardised employment conditions and templates for Landcare staff to minimise variations and inequity caused by lack of capacity in host organisations

How can we work with people who want to do projects-communities of practice across boundaries vs landcare group? Can definition of a group be redefined?
 Local Councils across the country declare Climate Emergency. We need to do the same as our members are hardest hit by the consequences.
 Would Landcare NSW request Landcare Broken Hill share expectations of rainfall for Western NSW? And, if possible, the remainder of NSW?
 We need high level conversations with key partners such a NSW Govt to ensure better connections and knowledge of opportunities, support, synergies and partnerships

Can Landcare NSW partner with Kreative Koalas to bring Landcare and the Sustainable Development Goals to schools What are we going to do about the ageing of the Landcare community and how are we getting the messages to children Biodiversity, drought
 How can landcare act on ground in a targeted and deliberate way

Explanation of DGR status and how this can benefit and support local landcare. How to best utilise. Can Landcare lead an education program for Land managers to help mitigate disaster management? How can we give Landcare NSW a stronger voice to more capable represent Landcare in NSW Keeping Landcare relevant

Build a primary school lesson plan package with links to the local coordinator to make it easy for teachers to implement. Start early!
 Regular updates to the resources ie. templates, policies etc available for groups to use
 How do we discover our living Landcare values, both as individuals and as an organisation?
 We need high level conversations with key partners such a NSW Govt to ensure better connections and knowledge of opportunities, support, synergies and partnerships

Supporting funded project officers, how can Landcare NSW lobby funding bodies to allow paid staff?
 Reporting - collecting relevant data. Feedback
 How do we improve the relationship between LLS and Landcare where it's not working well.
 How can Landcare NSW educate funding bodies on what landcare is about. E.g Environmental Trust overly complicated grant process
 Why isn't there a well funded national Landcare policy and program? Why isn't current federal landcare funding going to community landcare groups.
 Landcare needs national leadership- it's not happening at the moment - why?!

Where are we at with the work to build a program with Aboriginal communities.
 Both sides of government agreement of funding for NSW Landcare for the next 10 years
 Educating the importance of agriculturally productive land& bushland from impacts of increasing urbanisation of our rural areas and pressures from industry
 Landcare priorities need to address a functional environment with gov't climate policy including Cycles of water, photosynthesis, mineral and biodiversity.
 Make Landcare relevant to all Australians. Strategy to invite all Australians into Landcare.
 Seeking Landcare NSW to broker a more efficient system for cooperation with Crown Lands - permits / approvals / partnerships. State level negotiations
 Should we redefine landcare to provide the leadership and umbrella organisation for community, environmental and social organisations in a region.
 State and national Landcare work with Michael Jeffrey to petition government about policy on climate change prioritising soil health, hydrology and biodiversity Work across states to make carbon offsets accessible and practical for farmers to participate without aggregators

