



STRATEGIC BUSINESS PLAN 2022-2027

**WHERE WE ARE GOING &
HOW WE WILL GET THERE**

LANDCARE NSW STRATEGIC PILLARS



**STRENGTHEN
OUR CAPABILITY**



**MEMBER
CENTRED**



**POSITION,
PROFILE, PRESENCE**



**WORKING
BETTER TOGETHER**

WHY WE NEED A STRATEGIC PLAN & WHAT IT WILL DELIVER

LANDCARE NSW HAS A SIMPLE PURPOSE:

We support Landcarers and our members, so local communities and environments flourish.

WE ALSO HAVE A SIMPLE VISION:

To grow the Landcare movement to 1 million participants by 2040, and to be the go-to organisation for projects caring for the land.

To achieve our vision, and to reflect our purpose, we have developed a strategic plan that will drive our activity and investments.

Everything that is included in this strategic plan is ultimately for the benefit of the Landcare community in NSW, and every activity is connected to our four strategic pillars.

EXECUTIVE SUMMARY

Landcare is about our environment – but it's also so much more. It is about bringing people together to co-create strong cultural foundations, structures and practices for working well together into the future, and to ensure Landcare in NSW flourishes and grows.

Landcare NSW is the peak body for community Landcare in NSW, representing the interests of tens of thousands of Landcarers across more than 3,000 Landcare, Bushcare, Coastcare, Dunecare, Rivercare and other 'care' groups.

We enable our members not only to do the on-ground work that is so important in the regions, but to achieve the recognition they deserve for their contribution to the health of our state's natural capital. The work of Landcarers is vital, valuable and greatly under recognised. We want every person associated with Landcare NSW to feel seen, heard and incredibly proud.

We are working to widen the definition of what Landcaring is, while continuing to focus on our core – which is our members. Landcarers are bound together in their mission, and they support and value each other. As we say, "Landcare is people care".

We have set a bold vision. By 2040, we want at least 1 million people in NSW to identify themselves as being part of the Landcare movement. We want everyone who contributes to the broad goal of improving our environment to feel aligned. To call themselves a Landcarer.

People must feel passionate, proud, inspired, united and supported. To do this, we have identified important aims that will drive our strategic plan for the next five years.

- Being recognised as a collaborative partner that provides mutual benefit and shared success.
- Building trust within the team, across our Coordinator network, our State Advisory Council, Board and partners.
- Providing statewide advocacy that recognises the value of grass-roots volunteers and keeping it at the core of our ethos.
- Creating new value in national conversations of environmental management and agricultural production.
- Continuing to work to create a unified national voice.

I am proud to say that this strategic plan is the result of extensive consultation with the NSW Landcare community, the Landcare NSW State Advisory Council, Board and staff.

The goals we have set are both challenging and entirely achievable, and I am excited to present this plan as the first step towards making those goals a reality.



Dr Turlough Guerin
Chief Executive Officer



Turlough Guerin, CEO

“

LANDCARE WORKS BEST WHEN VOLUNTEERS CAN FOCUS ON CARING FOR THE LAND AND IT'S PEOPLE.

”

KEY FOCUS AREAS

MEMBER CENTERED



DIGITALISATION

Simplicity in process means more time for doing what matters. We will find ways to improve how we gather data, share knowledge and event information among our community.

Streamlined reporting and improved communications will make it much easier to interact with our partners and stakeholders. This includes gathering the insights and positive stories we need to tell our story and engage potential partners and funders, in a way that does not burden members with administrative detail. This will allow our members to get on with what they are passionate about – caring for the land.

HOW WE WILL DO IT

We'll start by mapping out our current digital assets and forecasting our needs as well as those of our grassroots members and partners. Then we'll co-design an approach that will deliver what we, and our members and partners, need to deliver on-ground outcomes. A critical element of this work will be ensuring the approach we agree on can be scaled.

To move from the current system to a more user-friendly, streamlined system, we will develop a transition plan, identifying better ways of working to make it easier for our members to do what they love, and abandoning processes that do not deliver value.

EXPECTED IMPACT

The outcome will be a system that enables grassroots Landcarers to get on with what they love doing, by simplifying the tasks of data collection and reporting.

This, in turn, will help deliver a better-connected Landcare in NSW so that Landcarers, wherever they are, can know what other groups are planning to do, share expertise, learn about events, and minimise reporting requirements.

SUCCESS FACTORS

- Digital strategy to have commenced implementation by December 2023.
- Enable existing knowledge and materials to be shared an accessible to Landcarers through an easy-to-use website and application.
- Use technology to create and enhance communities of practice, so that Landcare Member groups can readily share and learn from each other.
- Increase skills and knowledge transfer using technology to provide training for Landcarers and coordinators.
- Use technology to collate and communicate evidence of impact of Landcare works, showing investors the value of their financial contribution.
- The number of Landcare NSW member groups identifying as Aboriginal increases by three groups by 2024.
- The number of Landcare group members is increased by 5% (on the 2021/22 baseline).
- The membership program is reviewed by December 2023 in consultation with Landcare NSW Board and State Advisory Council, and an improvement plan reported to the Board by January 2024.
- Loss of existing members from each member category is less than 5% per year.



Landcare NSW member group, ReForest Now employee Tess Catoggio
Photo credit: Franzi Kinzel

KEY FOCUS AREAS

STRENGTHEN OUR CAPABILITY



GROW OUR INVESTOR BASE

Landcarers across the state can only do their critical work if they are adequately funded. A strong, engaged and diverse investor base is the foundation on which programs rest. We will continue to grow and diversify our investor and resource base and in particular, we will build on the strong partnerships we have with government and continue to explore private and philanthropic sources.

HOW WE WILL DO IT

We will adopt a careful but courageous approach that will allow us to fully optimise opportunities outside our traditional funding pathways. This will include leveraging our Deductible Gift Recipient status, to build a broader philanthropic income stream, and engaging with a wider variety of sectors which have an interest in natural capital.

EXPECTED IMPACT

We will build increased trust with partners, particularly with the NSW Government so that we can grow our revenue.

More importantly, our goal for this work is that it delivers newly-funded, long-term programs that recognise the wider role our grassroots members contribute to the NSW community, primary production, natural capital, resilience to natural disasters and improvement of human health.



INVEST IN NATURAL CAPITAL

Landcare NSW will seek opportunities to more fully engage with the national conversation around natural capital and play a role in shaping the establishment of natural capital markets. We will work to implement projects and programs that support Landcarers to contribute to the achievement of biodiversity, carbon abatement and natural capital outcomes across the state.

HOW WE WILL DO IT

A key first step will be defining the space in which Landcare NSW can play the most effective role, with a particular focus on enhancing biodiversity and sustainable farming outcomes for our members and NSW. As we develop this understanding, one early project will include the creation of a seed library and tree 'store' (nursery) to generate a reliable supply of seeds and plants for Landcare groups and our partners to access.

EXPECTED IMPACT

Through this work, we will build trust in Landcare NSW as an organisation governments and businesses can rely on to identify and cultivate an extensive state-wide network to support natural capital outcomes.

We will build a clear understanding of the role the Landcare community plays in the natural capital market, contributing to the achievement of NSW's objective of leading the way in sustainable farming, productive land management and biodiversity conservation.

SUCCESS FACTORS

- Publish a prospectus to educate our stakeholders on how they can support specific Landcare activities requiring funding.
- Publish a Member Journey Map by December 2023.
- Landcare NSW revenues, as well as retained funds, grow year-on-year by 30%.
- Landcare NSW's diversification of funding is increased by 20% year-on-year.
- Landcare NSW's partnerships with existing government agencies and For-Purpose organisations are strong and provide measurable value to Landcare NSW and its membership.
- Landcare NSW receipts from direct donations will increase by 20% year-on-year.
- Landcare NSW growth of revenue from philanthropy and grants increases year on-year by 20%.

SUCCESS FACTORS

- Explore opportunities for Landcare NSW member groups in various Natural Capital markets.
- Identify and report on barriers to appropriate seed and plant supply, by working with partners and addressing supply chain gaps by December 2023.



Hawkesbury-Nepean Landcare Network - working with Hawkesbury River County Council to manage priority weeds on private land

KEY FOCUS AREAS



STRENGTHEN FOUNDATIONS & PROGRAMS THAT SUPPORT THE NSW LANDCARE COMMUNITY

We are working on a number of new approaches and new initiatives, but we will continue to give due attention to the proven programs, partners and processes which have helped create the success story that Landcare NSW already is. In particular, we will continue to nurture our main funded Program, underwritten by NSW Government and co-delivered with NSW Local Land Services.

HOW WE WILL DO IT

We will exceed our commitments to the current Landcare Program concluding in July 2023 and continue to advocate for an enhanced state-based Landcare Program, funded by the NSW Government for the 2023-2027 period.

We will harness the principles of co-design to enable ownership for all our members and partners in future programs. This will ensure efficient and effective delivery of program outcomes and help us to effectively collaborate with government agencies and our grassroots communities.

EXPECTED IMPACT

Through further enhancing this program we will deliver stability for our members, as well as demonstrating our credentials as a partner trusted to deliver high quality natural resource management outcomes for NSW.

As a flow-on effect, we anticipate increased memberships and greater engagement with the Landcare movement, supporting our vision of 1 million Landcarers by 2040.

SUCCESS FACTORS

- By early 2023, Landcare NSW secures a commitment from the NSW State Government and the Opposition for the continuation of the NSW Landcare Program by providing funding for a further four years (2023-2027).
- Landcare NSW is successful in creating and winning a 4-year, \$20 million Landcare Natural Disaster Recovery and

Preparedness Program, building on the current \$1.9 million commitment (secured in 2022/23).

- All Landcare NSW delivered programs and projects are delivered on time, on budget, and with a client satisfaction rating of >85%.
- Increase the number of Project Partners by 20% year on year.

KEY FOCUS AREAS

POSITION, PROFILE, PRESENCE



CULTURAL CHANGE

Culture is at the heart of every organisation. We are focusing on developing a culture within Landcare NSW that leads people to say, “I want to be part of that”. This will come through creating open discourse and building trust through a stronger focus on collaboration and supporting a diversity of culture.

We will foster a culture that will attract diverse people and motivate all generations to get involved.

HOW WE WILL DO IT

We will begin by ensuring we really understand what our culture should be, by defining our current and future state through collaborative activities such as Musters, visits to our member groups, and engaging with our staff team, Board and State Advisory Council.

Embedding leadership development into the core of what we do will be a key element of the process.

EXPECTED IMPACT

We will create and embody a culture at Landcare NSW where its leaders, volunteers, staff and partners feel valued and included, and where they know their work will be recognised and rewarded. Investors will want to partner with us and will aspire to our vision, the passion of our community, and the results we achieve.

SUCCESS FACTORS

- Publish a Communications Strategy by December 2023.
- Develop an innovation and skills hub and consulting business model by December 2023.
- Measure our brand impact by June 2024.
- The membership of the Parliamentary Friends of Landcare increases by 15% year-on-year.
- The readership of Landcare NSW e-newsletter increases year-on-year by 20%.
- Survey feedback shows that >85% of key government stakeholders indicate that Landcare NSW is doing an excellent job in promoting the value of Landcare with State Government.
- Landcare NSW successfully engages with media to promote the interests of Landcare.
- The number of Landcare NSW print articles and radio interviews increases by 25% year-on-year.
- Landcare NSW CEO or delegate visits every Landcare region at least once every 18 months.
- Landcare NSW CEO or delegate has video/ teleconferences with regional Landcare Group leaders and key staff at least every two months.



“Building Bridges to Boorowa” - an urban-rural partnership project between North Sydney Bushcare, Boorowa Community Landcare Group and Hilltops Council.



Central Tablelands Private Land Conservation event in partnership with the NSW Biodiversity Conservation Trust

KEY FOCUS AREAS

WORKING BETTER TOGETHER



CULTURAL CHANGE

“ WE ARE FOCUSING ON DEVELOPING A CULTURE... THAT LEADS PEOPLE TO SAY, ‘I WANT TO BE PART OF THAT’.”

SUCCESS FACTORS

- All Landcare groups are acknowledging presence and participation with Aboriginal people.
- Expansion of Aboriginal engagement and coordination roles from 3 to 11 by end of 2025.
- Define what would constitute an ongoing commitment with our organisation and partners to a diverse Aboriginal community through self-determination by December 2024.
- Establish a new membership category for Aboriginal Partnerships by end of 2023.
- Landcare at all levels across NSW have an agreed set of cultural values by December 2023.
- A State NSW Landcare Muster is held every two years as the primary in-person engagement and idea-sharing forum for Landcare Member groups and their volunteers.
- Annual performance reviews and professional development and training programs will be developed for the Directors in consultation with the Chair by the end of 2024.
- The Landcare NSW Board and State Advisory Council has the skills, culture, and diversity for Landcare NSW to continue to grow in impact and effectiveness, measurable by end of 2024.

IMPORTANT MILESTONES

APRIL 2022

Our cultural change and leadership program is initiated for theLandcare NSW Staff

JULY 2022

Our cultural change and leadership program is initiated for the Landcare NSW Board and State Advisory Council

OCTOBER 2022

Release the next 4-year NSW Landcare Program Business Case

Implement the Governance Project (also known as “Connecting up Landcare in NSW”)

2022

FEBRUARY 2023

Secure funding commitment for the continuation of the NSW Landcare Program

MARCH 2023

CEO and staff team members to actively engage in events across all 11 Landcare NSW regions

2023

JUNE 2023

Continue to work to create a unified national voice

JULY 2023

Initiate implementation of the next 4-year NSW Landcare Program

DECEMBER 2023

A Landcare survey developed with our community and partners and released to measure our levels of engagement, partner and member satisfaction and on-ground contributions

Publish a Member Journey Map

Publish our Digital Landcare Strategy

Identify and report on barriers to appropriate seed and plant supply

Release our communication strategy and plan

JUNE 2024

Secure investment for our Natural Capital Supply Chain Project (also known as the “Nursery or Seed library” Project)

Introduce and implement our Digital Landcare Strategy

JUNE 2025

Three new Landcare-Led Programs, in addition to our NSW Landcare Program (funded by NSW Primary Industries), established and funded to support our purpose and vision

JULY 2027

Complete the current and design the next 4-year NSW Landcare Program

2026

2027





We work to ensure that local Landcare communities are supported to undertake their work by providing leadership, advocacy, resources and representation.

To be part of a greener and more sustainable future;

PLEASE JOIN US

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