



# NSW State Landcare Conference 2012

Final Report 17 July 2012

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Ngambri-Ngunnawal elder, Matilda House welcomed Forum participants to Country. This welcome was a Forum highlight. Matilda was named Canberra Citizen of the Year in 2006.



## Foreword

It is my pleasure to present the Final Report from the Regional Landcare Facilitators' Conference, which was held at Sutton, NSW in June 2012.

The Conference was designed to bring Landcare group administrators and facilitators and Catchment Management Authority staff together to discuss best practice, issues and strategies needed to support Landcare across New South Wales.

This Conference was funded as part of the NSW Liberal and Nationals Government's Landcare Support Program Strategic Business Plan (2011 – 2015) – a program designed to equip and engage with Landcare people and organisations to foster Landcare's valuable contribution to natural resource management in NSW. The Conference has made an important contribution to this endeavour due to the valuable input and insight of those that attended. It also provided an excellent opportunity to network and build partnerships.

After attending the conference and talking with many of the participants, I feel that the conference was a great success. My hope is that, for those who attended the Conference it has informed and inspired their tireless work to continue achieving environmental and social wins for urban and rural NSW through Landcare.

I would also like to acknowledge the contribution of the conference organisers, Landcare NSW Incorporated and the support of the Department of Primary Industries in making the Conference such a success.

I commend this Report to you, and for those who were unable to attend, I hope you too will catch some of the inspiration. Landcare's future is certainly bright.

A handwritten signature in black ink, appearing to read 'Troy Grant', written over a large, stylized, looped signature line.

**Troy Grant, MP**  
**Parliamentary Secretary for Natural Resources**

## **Executive Summary**

In June 2012 Landcare NSW Inc organised and facilitated the NSW Landcare Support Forum, a project delivered as part of the NSW Governments Landcare Support Program. The forum provided, for the first time in nearly a decade an opportunity for those involved in the support of Landcare organisations operations to network, learn from each other and develop partnerships for improved delivery.

Over seventy people attended various aspects of the forum and the attendees included Landcare community leaders from across the state, Landcare coordinators and staff from the Catchment Management Authorities. The forum delivered a range of beneficial outcomes for Landcare and CMA's which will be positive for community organisations and their delivery of NRM and sustainable agriculture projects in the future. These outcomes are described below.

The forum strengthened peer to peer learning for Landcarers across the State, and fostered the start of a community of practice which will continue to assist Landcarers to learn from each other.

The forum brought both Landcare staff and volunteer managers, and CMA staff together to explore a range of topics including identification of the opportunities and constraints that both types of organisations face. This fostered greater understanding created the opportunity to begin or develop further partnerships. Discussions included identifying each organisations strengths and complementary skills, identification of the types of support and needs of each organisation, processes to begin to establish dialogue on opportunities. The forum introduced the Business Plan for the Landcare Support Program, and sought constructive feedback from representatives across the State on how this would best be delivered or modified if required.

Overall the mood of the Forum was positive reflecting the fact that Landcare was being valued for its strengths, and for many it provided an important turning point in the CMA/Landcare relationship. Both Landcarers and CMA staff left with lots of ideas for their own organisation: ways they could work with others, a greater understanding of the range of organisations in the Landcare 'space', knowledge of funding opportunities available, and an understanding of how the various stakeholders fit together and sit in context with the Business Plan.

It was envisaged that the Regional Landcare Facilitators (RLFs) would attend the Forum. However, due to circumstances outside the control of Landcare NSW this key network was not able to participate. The Business Plan provides a key resource to improve the function of the RLF programs including state-wide linkages, mentoring and support.

Landcare NSW was particularly appreciative of the attendance at the Forum by Troy Grant, Parliamentary Secretary, and look forward to working with him and other members of the Steering Committee to implement the Business Plan for the Landcare Support Program

## Introduction

The NSW State Landcare Conference was designed to bring leading Landcare community members, experienced Landcare staff and CMA staff from around the State together to provide input and insight as to how we can all work together in the context of the NSW Landcare Support Program. Over the three days participants learnt from the experiences of others and listened to the perspectives of the community, the CMA's and NSW DPI.

### Vision Statement for the NSW Landcare Support Program

*In four years time Landcare – its people and organisations – will be equipped, engaged and valued partners in natural resource management (NRM) in NSW. Landcare will be integrated into local, regional and State strategic NRM planning and the on-ground delivery of priority activities. Through this involvement and contribution Landcare and their communities will enjoy the benefits of a cohesive, resilient and caring community of which people will want to be a part.*

Under the Landcare Support Program the Conference addressed **Strategy 2 – Communication and Support, Action 2.2:** A forum for Regional Landcare Facilitators, CMA staff supporting Landcare, RLF contract managers and network staff to discuss best practice, issues and strategies to support Landcare groups.

The Conference also provided an opportunity to begin the process of collecting information for other actions under the NSW Landcare Support Program including the Landcare Snapshot (Action 1.3) and Landcare in a Box (Action 2.6) that is being facilitated by Landcare Australia Ltd.

The Conference was held in Sutton, NSW on June 5-7, 2012. Over the three days there were up to 70 participants, with all participating at the Forum dinner on the evening of the 6<sup>th</sup> June.

Our working objective for the three day program was to provide a forum for Landcare organisations and CMAs to better understand each other and understand the NSW Landcare Support Program.

The feedback has been positive and many participants hope that a similar forum be held annually as it was a good networking, learning and sharing opportunity.



# Day 1: Landcare – Learning from each other

## Objectives Day 1

- Gain a clearer understanding of Landcare across the State.
- Commence information gathering for Prospectus and Snapshot.

Participants on day 1 included Landcare community members and Landcare staff.

## Session 1: ‘Care’ model case studies

Around the State, different models have evolved for management structures that support on-ground Landcare activity. During this session, four organisations presented their management approaches:

1. Holbrook Landcare Inc.
2. Southern New England Landcare Ltd.
3. South East Landcare Association
4. Northern Landcare Support Services Pty Ltd.

Following this session, the presenters were open to questions from participants to help increase understanding.

**Feedback:** Many participants thought that it was useful for Landcare ‘networks’ to share their stories. More sharing could have been facilitated through the use of poster presentations that could have been on display and viewed during break periods.

## Session 2: Snapshot Session – building a picture of Landcare across NSW

During this session, participants worked within ‘regional’ groups and undertook 3 tasks.

Task 1 – Paint a picture of Landcare in your region (additional time was provided later in the day to complete this task). Participants had forward notice of this task and many had brought useful information to help complete.

Task 2 – What is and what is not working in your region.

Task 3 – How has the Landcare Group Support Resources (Action 5.2 under the NSW Landcare Support Program) been rolled out in your region?

Task 4 – Share one key message from your region.

Information from this session (particularly Task 1) will continue to be collected and will be collated to form the “NSW Snapshot of Landcare”.

**Feedback:** Overall participants saw the value of this session. It was suggested that by providing a map of regions a spatial context could also have been collected. It was also suggested that it would have been valuable to collect information on ‘What are your needs?’

Sample messages from Task 2:

- Those regions with a functional relationship between Landcare and the CMA are achieving on-ground outcomes.

- The RLF's have been particularly successful where they are able to fulfil a strategic role. Where there is not on-ground community support in their region, the RLF has had to fulfil a coordinator role which has reduced their effectiveness.
- However most regions are experiencing similar issues such as that staff are continually overstretched, do not have any job security or professional development and 'networks' are under-resourced.

#### Sample messages from Task 3:

- Where relationships between CMA and Landcare are strong the Landcare Group Support Resources package rollout has been beneficial and it has enabled the purchase of valuable community resources.
- The rollout was haphazard in some areas where there had been little or no communication from the CMA about the Landcare Group Support Resources package.

#### Sample messages from Task 4:

- Southern Rivers - Their Landcare support arrangement provides stability in region
- Northern Rivers – CSO's are funded under contract and have independence and strength.
- Namoi - No regular financial support for community engagement (outside RLF).
- Central West - Fantastic RLF, CMA does provide some funding for staffing, great partnerships and landscape change.
- Murrumbidgee - No community support funding and have partnered with CMA in a project.
- Border Rivers Gwydir - Strong LC networks but struggle to provide all support to community.
- Lachlan – Doesn't have good group structure, poor regional support, but good at getting funding.
- Sydney Region - No Landcare networks, 160 'care' groups mapped by CMA, 25,000 volunteers, where councils don't have resources, there is less activity.
- Lower Murray - Lack of people and resources, miss out on funding without networks, groups will increase now there is a coordinator.
- Hunter Central Rivers - Where supported by council Landcare groups are going well, there are no external CSOs, CMA provides \$30K for 3 areas for networks.
- Hawkesbury/Nepean - Lots of small groups without interaction, no umbrella structure.
- Western - Good relationship between LC/CMA, small Landcare network of 10 – 12 groups.
- Murray - Improving relationship with CMA, share ideas, speakers, workshops etc, limited funding for support staff (2 x EFT across whole catchment) and limited volunteer base.

Participant input for this session has been included in Appendix 1.

### Session 3: What is the value of Landcare to the CMA'S?

This session was independently facilitated by Julie Woodroffe (Never Never Resources) and was designed to help Landcare articulate what it is they can deliver for the CMA's.

- Landcare can engage those not currently involved.
- Landcare can assist with design of projects rather than just delivery.
- Keen to branch out beyond current regions.
- Effective in seeking alternative funding sources.
- Landcare can help to achieve more CAP targets.
- Landcare works need to be spatially mapped to demonstrate ability to leverage funding.

**Feedback:** This proved to be a useful session in helping participants understand for themselves the value of what it is that they do. It was beneficial having an experienced and independent facilitator in Julie.



Pip Job of Little River Landcare Inc.

## Day 2: Building Partnerships

### Objective Day 2

- Develop a shared understanding of:
  - The structure of players in NRM and the interactions between these;
  - Vision for NRM in NSW;
  - Barriers and drivers to achieving this.

Participants on Day 2 included Landcare community, Landcare staff and CMA staff members.

### Session 1: The world we live in – defining the operating context for Landcare in NSW

The objective of this session was to build a common understanding of the context in which Landcare needs to operate with CMAs.

We introduced this session by highlighting that Landcare is an important delivery mechanism to the NSW Government and is referred to in the NSW 2021 State Plan under Goal 23.

Three regional examples of Landcare/CMA working models were provided by:

- Northern Rivers CMA – Peter Boyd
- Sydney Metro CMA – Judy Christie
- Western CMA – Andrew Hull.

Participants then worked in groups to list factors that are influencing our current operating context.

### Sample messages from Day 2, Session 1:

#### Funding / priorities

- priorities existing or new groups / activities
- dilution of Landcare brand
- lack of certainty around funding
- more targeted
- where to invest
- Funding is needed to support the on-ground networks of community support
- Administration burden (getting and maintaining grants)

#### Political

- federally funded but delivered under State Policies
- delivery of programs on a more regional implementation

#### Economic

- environment now less important
- more competition for funds
- budget cuts – less support networks

#### Social

- Peri urban influences: Capacity, education, interest, responsibility, contactability
- Disconnect between decision makers and community/ volunteers - need to build relevant CAP and engage wide cross section of community in building a meaningful plan to deliver benefit all sectors of community
- Productive farms and keeping communities – bridge the divide between the larger farmers and the smaller family business/farms eg giving assistance.
- Landcare and CMAs being asked to make local decisions / prioritisations



- Resilience, support and independence
- Lack of extension services

Participant input for this session has been included in Appendix 2.

## **Session 2: Defining the action that is needed – strategic approaches for improved Landcare operation and support.**

In this session 'Regional' groups took time to determine and agree on proposals for strategic approaches that could be applied in regions to build Landcare and CMA relationships.

A number of proposals were worked up by Landcare and CMA staff covering a range of issues. The value of the exercise was in working together and exploring the possibilities of collaboration. Even where the relationship between Landcare and the CMA is strong it proved valuable to be given the time to have a conversation on a joint proposal.

### **Example Proposal**

#### **Urban Residents Rural Landholders**

IDEA to reach a specific audience of city based rural landholders.

Target audience

- Corporate (separate projects)
  - o Big money
  - o Lots of land
  - o Influential
- Professionals own land but don't live on it – more hands on

Message

- Good land management
- Connection to local networks
- Building relationships
- Sense of belonging/responsibility
- Land stewardship

How do we reach/find them?

- Existing data bases
- Land titles office – Land and Property NSW
- Local council
- NSW Department of Planning

How do we get the message to them?

- Corporate breakfast – more corporate audience
- Direct mailout package
- Networks – eg small farms network
- Websites
- Place based events
- Support info
- Targeted field days (Mudgee, Berry)
  - o Use urban Landcare groups to have special work day

**Feedback:** Many participants appreciated the opportunity to build Landcare/CMA partnerships. Participant quote: “Active group work with comfortable peers led to very progressive ideas.”

Participant input for this session has been included in Appendix 3.

### **Session 3: Landcare in a Box – Corporate Governance**

This session was facilitated by Coral Love on behalf of Landcare Australia Ltd to collect input from participants for their ‘Landcare in a Box’ project that is funded by the NSW Government under the Landcare Support Package (Action 2.6).

Sheets with 5-6 Governance headings were provided to groups (based on seating arrangement) for each of them to list what is important and what could be contributed. This were collected and collated by Johnnie Teong of LAL.

**Feedback:** It was suggested that the whole Forum would have been interesting for LAL to attend.

### **Session 4: CMA and Landcare partnership building opportunities under the Landcare Support Package.**

The objective of this session was to provide workable solutions for NSW Landcare Support Strategy actions that are currently being implemented by CMAs with funds in conjunction with Landcare organisations. Specifically Actions 3.2, 5.2 and 5.3 were considered.

Overall there was a clear message that participants wanted to see any budget allocations under these Actions to be delivered efficiently and with due consideration of existing skills, knowledge and survey results.

#### **Action 3.2: Training - Identify training needs for Landcare and strategies for delivery.**

- utilise an existing network/forum to roll out
- a needs analysis
- Agrifoods Australia
- Some regions have needs analysis done
- RLF’s have the networks – needs analysis
- regular requests eg on workshop evaluation sheets
- Ian Simpson to assign someone to take responsibility at the next CMA General Managers meeting
- requires an allocation of budget – some \$ to RLF’s to deliver
- need a standard Training Needs Analysis
- survey monkey
- Agrifoods have proformas
- Website ‘training needs analysis’ – Natalie Bramble at Dubbo
- Jeremy Cape to help/assist Steering Committee to write a consultancy brief.
- Specific needs Governance training, social media training
- Question for Steering Committee – are there \$ for training under the business plan.
- The Analysis Needs Strategy should be timed according to your capacity to deliver

#### **Action 5.2: Landcare Group Support Resources**

Provide feedback to Karen Greenhill via this forum.

- Sydney CMA could only distribute \$ to 32/900 volunteer groups
- Namoi

- Murray has asked RLF to do
- Southern Rivers on the way
- BRG is rolling out via RLF
- Variable roll-out rate
- Hunter – media packages and training
- Do they need to be physical resources?
- Murrumbidgee – short time frame of expenditure meant that equipment purchasing might have been hasty
- CW – great! Much needed equipment was purchased

**Action 5.3: Regional Landcare Support Strategies**

R1 – survey should be undertaken by an independent 3<sup>rd</sup> party.

R2 – both parties input to Q's

R3 – Should return anonymous survey results to both parties

R4 – RLF group audits done. They should participate.

R4 – The independent person should be a professional provider.

R5 – Check outcomes of CFoC review

R6 – CMA's that have completed this exercise should be exempted

R7 – Melinda

SR – done through Mark Fenton – don't want to do again if it's comparable.

R8 – Ask what could/ should be done in future

R9 – Be aware of activities that have been undertaken in last 12 months

General comment – Please consolidate all survey work that has been undertaken and not repeated.

**Feedback:** Some participants found it a frustrating exercise to be working on the Landcare Support Package without all the 'players' in attendance as some Steering Committee members had left to attend a concurrent RLF meeting. All participants appreciated that Karen Greenhill was able to step in to answer questions and provide relevant background on the Landcare Support Package.

## Forum Dinner with Parliamentary Secretary, Troy Grant in attendance

The Forum Dinner proved to be a casual and enjoyable feature of the Forum program. Participants appreciated the attendance of Parliamentary Secretary and Member for Dubbo, Troy Grant and his welcome speech was well received.

Landcare community members were encouraged to spend time talking to Troy through the course of the evening and he was keen to hear the many different perspectives from around the State.

**Feedback:** “An opportunity was lost at the dinner to showcase successful projects”. “Good to see Troy available to attend”.



Troy Grant MP, John Barilaro MP, Sonia Williams and Chris Cumming (LNSW).



Troy Grant MP, addressing Conference participants at the dinner

## Day 3: Making it Happen

The objectives for Day 3 were to:

- Disseminate information about the NSW Landcare Support Program
- Provide an opportunity for input to the NSW Landcare Support Program activities.

### Session 1: The Landcare Support Package in perspective

Chris Cumming provided an informative presentation on the tools and resources we have available in delivering the NSW Landcare Support Program.

At the State level:

- CMA's and Catchment Action Plans
- Landcare NSW
- NSW Landcare Support Program Strategic Business Plan 2011 to 2015.

At a Federal/National level:

- LAL
- RLF program
- NLN – 'Statement of Common Purpose'

As well as various funding opportunities through government, industry and philanthropic. Ian Simpson provided an informative update on the CAP process.

### Session 2: State Landcare Support Strategic Business Plan

Participants were then invited to provide feedback on specific NSW Landcare Support Program activities.

During this session several of the Activities of the business plan were introduced and groups were given a short time frame to comment utilising sticky notes. Participants were asked to comment on how that activity may be useful and what should be considered in the roll out of that activity.



**Feedback:** Many participants commented that it would have been useful to have the sessions that provided background and perspective to the NSW Landcare Support Program earlier in the Forum program. The Forum organisers recognised this however this aspect of the program was determined by the availability of speakers and attendees.

It is envisaged that the information collected in this session will be utilised by the Steering Committee and the State Landcare Coordinator to ensure the needs and concerns of Landcarers are taken into consideration in the design and delivery of these activities.

Sample or common messages from this session:

- Insurance – needs to be more affordable and less onerous for groups.
- Website – needs to be user-friendly, interactive, maintained and useful. The Gateway Victoria model is good.
- Regional Landcare Support Forum – make it every two years.
- Partnership Project - Social, community ‘whole of community’, cross department involvement.
- Landcare Awards - Don’t have winners and losers – “champions of the catchment” scheme (Southern Rivers) is a good idea which celebrates and showcases.
- State Coordinator - Coordinator need to have a good travel allowance to get out to the regions → breaks State into 6 (?) areas to bring groups of groups together to share ideas/challenges/success.
- Snapshot - Landcare groups not just geographical – can be interest/issue based.

**Recommendation:** Landcare NSW recommends that the gathered input is used to inform the MERI process of the Business plan; that is, how well does the activity meet the needs articulated by Landcarers.

Participant input for this session has been included in Appendix 4.

### **Session 3: Evaluation of forum**

Once members of the Steering Committee left the Forum proceedings for a Steering Committee meeting, Amanda Pollard-Harris led the group through an evaluation process of the Forum. The summary of evaluations is included as an Appendix.

Sample feedback:

- Drop: Cold coffee!
- Drop: RLF Contract Managers to RLF Conference. Very disappointing – lost time, broke continuity.
- Keep: Matilda House brilliant and articulate.
- Keep: Good to see Troy Grant available to attend.
- Keep: Everything!
- Keep: Business Plan – include more detail.
- Keep: Great networking.
- Create: Inclusion of RLF’s - it would have been beneficial for them to be there.

- Create: Opportunities for chat between participants should be longer and more unstructured.

Participant input for this session has been included in Appendix 5.



Overall the forum was successful in bringing dedicated Landcare community members and staff and CMA staff together to network, provide input and build partnerships. We hope the positive experience has been carried back to the regions for positive outcomes.

We would like to thank all of the participants and everyone involved in the organisation and facilitation of the event.

## Day 1: Landcare – Learning from each other

12:30	Lunch - Introduce yourself to those you haven't met.
1:30	Welcome (in acknowledgment to traditional owners)
1:40	Forum overview
1:50	'Care' model case studies
2:15	Q and A with panel of case study presenters
2:30	Snapshot session – building a picture of Landcare across NSW
3:45	Afternoon tea
4:15	Articulating the value of Landcare
5pm	Concurrent session: Snapshot Continued / LNSW Meeting
7pm	Casual dinner

## Day 2: Building Partnerships

8:30	Welcome to Country Overview of Day - Vision of the NSW Landcare Support Program
8:45	The world we live in – defining the operating context for Landcare in NSW
10:30	Morning tea
11:00	Defining the action needed – strategic approaches for improved Landcare operation & support
1:00	Lunch RLF CONTRACT MANAGERS DEPART for RLF conference
1:45	CMA and Landcare partnership building opportunities
4-4:15	Wrap up of day 2 – overview of Day 3
6:30	Forum Dinner – Guest Speaker Troy Grant Parliamentary Secretary for Natural Resources

## Day 3: Landcare Support – Opportunities

8:30	Welcome and Acknowledgement to Country
8:40	Overview of Resources
9:00	CAP - the opportunity the CAP update provides
9:20	State Landcare Support Strategic Business Plan; Introducing the Steering Committee and its role; The Business Plan - Outcomes Strategies and Activities
9:40	Morning tea
10:00	Continue above session
10:55	Wrap up
11:10	Landcare Support Strategic Business Plan Steering Committee meeting OR Evaluation of Forum
11:30	Lunch – Forum Concludes



## Appendix 1

### Day 1, Landcare – Learning from each other

### Session 2: Snapshot Session – building a picture of Landcare across NSW

#### Task 1. How does Landcare work in your area?

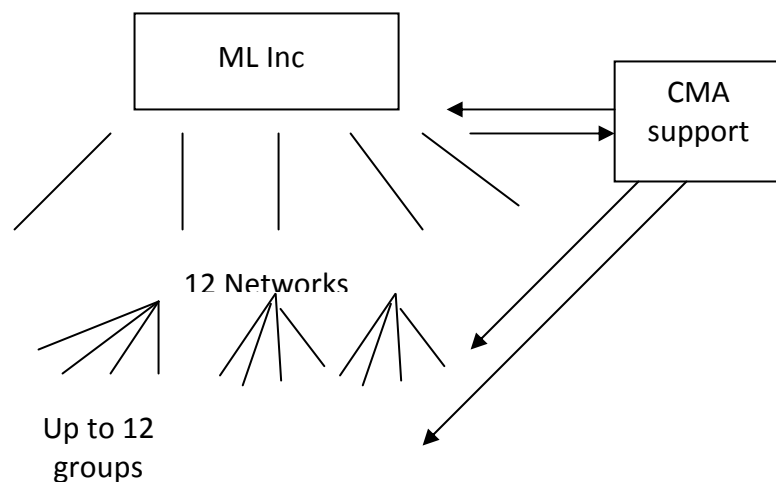
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##### Central West

- 7 active Landcare networks all with under arching Landcare groups.
- NRM reference group consists of members from Landcare networks, green groups etc. meets quarterly and catchment wide funding.
- CW is new age Landcare redesigned to promote sustainable ag, communities, cultural awareness, conservation in an innovative and supportive environment.

##### Murrumbidgee

- Largely farmer based groups (not exclusively) - urban
- Diverse enterprises (from snow-line to rangelands)
- Diverse scale from 5 acres to 5000acres.
- Strong alliances in community
- Varying relationship with CMA



##### Sydney Metro

- All public land
- 800 + care groups sites mapped
- 2 – 50 people per group
- 30+ councils manage bush care groups (not incorporated - council insurance)
- 20 community groups (not for profit) incorporated or limited by guarantee
- And self-insured – managed on ground projects, seek funding, admin education etc.
- Other land managers also support volunteer environmental groups e.g. NPWS
- Issues addressed by groups: habitat restoration, bush regeneration, water quality, monitoring, advocacy – lobbying councils etc.

### **Lower Murray Darling**

- Barry Fowler Lake Menindee /Sunset Strip Landcare group
- Wendy Hallinan Australian Inland Botanic Gardens
- Sally Layton CMA
- 5 Landcare groups until Feb2012
- 2 new Landcare groups May 2012
- Joined 2012 - Menindee / public lands very urban Wentworth schools and Menindee Aboriginal Land Council
- 40yrs Landcare - mining co
- Fencing materials and trees
- Variety – producers, Broken Hill city, Botanic Gardens.

### **Hunter Central Rivers**

- Varies geographically, demographically and in terms of LC arrangements
- 3 basic sub-regions Lower Nth Coast, Hunter and Central Coast
- Lower Nth Coast – 2 networks; Manning and Great Lakes
- Both networks are rural based but also support some urban/ periurban activity some joint activities good LG support in Great Lakes
- Hunter – Lower Newcastle / Port Stephens and Lake Macquaire
- Public lands very urban/coastal strong support from local LG
- Many smaller urban groups (approx. 300 +)
- Upper Hunter - HRLN rural and country town activities, partnerships with local gov't and CMA
- Central coast - Gosford and Wyong etc. – urban coastal some rural/ periurban.
- Strong LG support
- 3 networks

### **Hawkesbury/Nepean**

- Bass Sydney's environmental efforts supported by
  - Greening Australia
  - NPWS
  - Local Council
  - DPI Fisheries
- No direct involvement with Landcare
- Large number of independent community groups
- Recent attempt at affiliation – HEN
- Recent interaction with CMA – may be a result of Landcare Group Support Resources?

### **Northern Rivers**

- 15 networks mostly catchment based – 13 being members of a regional network (which is incorporated)
- Independent – North Coast Regional Landcare Network INC
- Networks are 'groups of groups' plus or individual members. One example is a private company.
- Networks are funded by CMA through community support projects (largely catchment based)
- CMA has in past allocated approx 20% of their budget to community capacity building and this is delivered through a competitive tender process - with Landcare networks.
- Group numbers in decline but individual members on increase.

## Murray

- Dung beetles
- Saltbush trials / plantings
- Best wool / best lamb
- Education and information sharing
- EDO
- Natural sequence farming
- Biological arming
- Workshops
- 6-9 production / Landcare groups
- Geographically widespread
- Improved partnerships across catchment ie with MCMA
- Information sharing via newsletters and guest speakers
- Jointly run projects
- Replicate / duplicate
- Reduced numbers of groups but now turning it around

## BRG/ Northern Rivers (Tablelands)

Info	GWYMAC	GLENRAC	UGLA	SNELCC
Landcare org. (5) and group structure	1 inc. assoc	1 inc. assoc	1 inc. assoc	1 inc. assoc, Co Ltd by Guarantee
How are operational requirements resourced	CSO contract and other project fees	CSO contract and other project admin fee towards O/H	CSO contract 33% op.	
Staff numbers (21)	5 Fin. 1 day P/O 3 days CSO/PO 5 days Admin 20hrs/wk	4 CSO 4 days Admin 1 day P/O 2 + 2 days (2)	2 CSO 3 days PO 3 days	12
No. of groups (70)	20	10	10	30
Predominant land uses	Grazing 85%/cropping 15%	Grazing – sheep/cattle	Grazing 70/ Cropping 30	
NRM issues	Soil erosion, reveg, perennial pastures, soils, weeds, pest animals	Soils, reveg, grazing mgmt, weeds, pest animals, community capacity building	Soil erosion, pest animals (dogs & pigs), conservation farming, water/soil health, perennial pastures, weeds	
Major projects	1. Bio fund \$340K 2. CFoC Gwydir \$180K 3. CFoC	1. Bio Fund \$340K 2. CFoC Gwydir \$180K 3. CFoC Ashford \$90K 4. Bundarra reveg. CFoC \$80K 5. numerous CAGs	1. CFoC \$226K 2. Myall Crk \$400K 3. CAG's (2)	
Sources of funding	Australian Govt. NSW Gov. Env. Trust BRG CMA	Aust Govt. BRG/NRCMA Landcare Australia	Aust Govt. BRG CMA	

## **Lachlan**

- Catchment 500km x 100km
- Gunning to Oxley
- Mixed grazing/ obby farms
- Broad acre agriculture, intensive horticulture, pastoral
- 9 district groups
- 76 local groups (1400 members)

## **Namoi – NENWL**

- Relationship with NCMA has been master/servant
- SNECC board paid staff across catchment. No NCMA input.
- TMLA no paid staff. Poor Landcare group cover. Mostly urban /periurban. Master/servant relationship with NCMA.
- LPPCCG (Lower Pagan/Pian Creek Conservation Group) focused locally, project based.
- LPLM 2 staff funded by projects. No NCMA input (refuses to deal with LPLM). Moderate coverage.

## **Border Rivers Gwydir - NENWL**

- 5 Landcare networks each with committee and paid staff
- Each network has a CSO contract funded by BRG CMA (approx \$60K/yr)
- Long standing networks estab in early 1990s and late 1980s
- Strong collaboration between networks ie across network projects
- 3 networks are also located partially NR CMA
- Sustainable ag focus primarily
- Production focused not traditional 'Landcare'
- Waning membership base – aggregation of farmland - issue focus growing. More people working off farm and/or absentee landholders ie work and live away
- Insurance rapidly increasing in cost and becoming a burden. Large single expense item, must be adequately insured to mitigate risk.
- Growing dependence on external funding ie CFOC, Biodiversity fund etc
- Fewer young farmers

## **Task 2. What is working well and what isn't working so well?**

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### **Southern Rivers**

- good relationship with CMA
- on a subregional basis could work better
- request for support to make connections with SR networks and between SR networks
- branching out beyond current regions

### **Central West**

What's working:

- RLF communications very well and networking/collaboration
- Some funds coming from CMA to Landcare (for staffing)
- (2011/12 \$88k between 7 networks)
- (2012 /13 pledged \$120k similar to above)
- On ground member engagement is excellent
- NRM group – projects, communication, partnership, support base
- Catchment scale representation on LNE

- Landscape scale change
- Relationship with CMA
- Linking with indigenous community
- History of allocating \$ to 7 networks
- Good working relationship

What's not working:

- Staffing challenges – lack of fund
- Qualified or experienced?
- Financial overheads hard to cover
- Federal funding programs with caps on budget forces Landcare to make cash contributions – challenging
- Competitive funding putting Landcare against CMA industry etc
- Over commitment by Landcare coordinators
- Board burnout - need to reinvent the wheel
- Stigma about what Landcare is

### **Murrumbidgee**

What's working

- Monaroo connectivity project – incorporates multiple partners
- Annual forum
- RLF hosted by MLI very well
- Autonomous operation
- MLI has a strong executive
- NRO's mostly 'passive' – not active

### **Sydney Metro**

What's working

- Less people doing more work – focused
- Increased focus on habitat connections including aquatic
- Increased focus on corridors and multiple council connections
- CMA coordination of council / volunteer managers promotes Landcare volunteering, Easter show stall and training
- Councils working on corridor connections – CMA as a coordinator
- LC can engage those not currently involved
- seek alternative \$ sources

What's not working

- Lack of support in some areas
- Funding limited
- Limited volunteer renewal
- Bringing in younger people
- State gov't push for development

### **Lower Murray Darling**

What's working

- New person driving
- Good networker person with sole role of nurturing / support
- Bedding it now

What's not working

- Lack of support by CMA board

- Communications barriers
- Lack of population - no \$\$ funding
- Councils broke - no support

### **Hunter Central Rivers**

#### What's working

- No external CMA CSOs
- Very diverse region
- supportive in some cases
- Network support funding available from CMA \$90k pa across region.
- Gosford – Bushcare, LG support
- Wycare – LG support, network structure and resources, LG support staff, and network support funding (CMA).
- Lake Macquarie – strong LG support i.e. staff, buildings, funding, insurance
  - strong partnership with community
  - strong network 300+ groups
- Hunter – length of engagement and delivery and partnerships. Some lost recent years.
- Great Lakes – strong support from LG, active members/ groups
- Manning – long history in area, strong support from community

#### What's not working

- Gosford – LG limits group numbers
- Wycare – disconnect with CMA
- Hunter - disunity in recent past has fractured network - rebuilding attempted
- Great Lakes – some key individuals under stress (burnt out)
- Manning – struggling to service demand from community with available resources.

### **Northern Rivers**

#### What's working

- Model with CMA
- Landcare networks are catchment based largely
- Team of coordinators with networks has continuity and knowledge base that leads to trust and recognition
- Partnership arrangement
- 100yrs experience working with community
- New board on CMA
- Change dynamic of partnership
- assist with design of projects rather than just delivery.

#### What's not working

- Centrally based (over whole region) roll-out of projects not as good as catchment based.
- The model is not keeping pace with the economic reality of running organizations. Decrease in funding dollar.
- Over prescriptive work plans (micro management)
- Long term planning (succession)
- Funding instability

### **Murray**

#### What's not working

- Funding – lack of. Base funding and for staff to build business and funding opportunities
- Rural volunteer base overloaded
- Overburdened farmers post drought

## **Lachlan**

### What's working

- Local groups on ground activity
- CAG project funding

### What's not working

- Landcare structure, communication, regional support, Landcare – CMA interaction
- What is the 'region'?

## **Namoi**

### What's working

- Organization resilient
- NENWL support and communication vital
- Survive on good funding applications and reputation for good NRM
- RLF under community direction is working well
- Good community rapport
- Honest broker of environmental issues
- Recognized as grass roots

### What's not working

- Little recognition via CMA website
- CMA picks and chooses which group I will work with and only on their terms
- No coordination
- RLF does coordination not strategic facilitation

## **Border Rivers Gwydir - NENWL**

### What's working

- Collaboration with other NRM stakeholders across the region
- Expertise
- Staff retention
- Obtaining funding for local projects
- Strong relationships between networks and staff
- Staff skills and knowledge high
- High level of knowledge of local issues and concerns
- CSO's live in the local area and likely to remain so
- Regional Landcare network NE/NW
- Opportunity for networking and information sharing
- Some opportunity for training activities eg funding applications and facilitation skills
- CSO meetings, semi-regular basis
- Now have RLF position/s vast improvement on RLF based in CMA's
- Collaboration between Landcare networks
- Low levels of bureaucracy within local communities

### What's not working

- Lack of job security
- Lack of projects funds – must meet funding criteria and not identifies needs
- Dependence on external funding to continue to operate
- Big responsibility for individual staff and volunteer committee members ( board burnout
- Limited training opportunities - no funding to pay for it.
- \$ for projects don't meet all community needs eg Chris's slides
- Increasing levels of admin required
- Regional and state functions not financially supported – paid for from limited funds
- Landcare seen as the last resort for the CMA to get things done

- No \$ or time for training staff
- Staff not remunerated to reflect skills and experience particularly compared with CMA staff
- Lack of support for staff particularly for H.R. concerns and issues.
- Difficulty in replacing key infrastructure eg motor vehicles
- Increased effort creates more work not necessarily funded
- Employment agreements ensuring adequate entitlements eg long service leave.
- Do staff need a mentor/sounding board eg RFCS
- Hard to attract and retain qualified staff
- CMA often competing for same funding rounds not working in collaboration with Landcare networks
- Meeting all regulative requirements eg OHS for staff and volunteers

### **Task 3. How has the Landcare Group Support Resources been rolled out in your region?**

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#### **Central West**

- Support resources well promoted RLF
- Good uptake - spent it all and more
- Engaged new groups

#### **Murrumbidgee**

- Signs, marquees, library resources, soil test kits (ph and electrode)
- Key message - improved relationship and financial support from/with CMA

#### **Sydney Metro**

- 32 groups will get \$400 worth of resources
- Misinformation re \$\$ for 4 years identifies a process that was not totally inclusive because we thought we'd get 3 more years!!
- Used attendees at Community Forum in March to nominate interest (also contacted other groups)
- Ultimately, very positive response from groups but very time consuming
  - Offered vouchers
  - Officeworks / admin
  - Signs
- Arborgreen tools and customised others eg shirts, nest boxes etc
- Good outcome for CMA because we worked as much as possible directly with groups (compared with councils) it enhanced relationships.
- Rolled out advertised to all care groups and offers made for tools, signage etc

#### **Lower Murray Darling**

- Person approaches/email
- Ongoing discussion of projects/ideas
- We knew about availability of \$\$
- Achieved partnership building between CMA – L/C groups

#### **NENW Landcare**

- We provided comment and ideas for spending \$12K to RLF
- Yet to find out outcome



- CMA handed over reins to RLF to consult Landcare networks
- Limited CMA involvement from CSO perspective but happy with RLF consultation
- Would training have been a more effective way to have spent that money?
- DID NOT WANT shovels etc – where do you store more physical resources even when they are shared between networks? Who insures these items?
- Existing networks have a number of physical resources for field days etc.
- Training would have been more appropriate in this region! eg project management, skills development for new staff, 7 habits of effective people.
- For thought – staff spend a lot of time on operational matters and don't always have time to review strategic direction.

#### **Northern Rivers**

- We don't know.
- An email enquiry was sent out re \$12000 but not sure who responded or what was the outcome.
- We think it should / could come to NCRLN for running organization.
- NO ENGAGEMENT WITH CMA VIA THIS. IT WAS RUN VIA RLF.

#### **Murray**

- Absolutely rapt! MAD! COOL!
- Chris Cummin
- Representation leads to communication to partnerships to business savvy to real physical outcomes
- MCMA worked collaboratively (Holbrook Landcare)
- Offered to all groups across catchment
- Ended up with great resources
- RLF Edwina Hayer bargain buying shovels, data projector, urn, camera, potiputki, sun shelter, chairs, BBQ, GPS, car fridge, water bottles, torches.

#### **Lachlan**

- What support???
- Yet to see it
- Offer has not trickled down to local group level.

#### **Namoi**

- Tamworth Regional Landcare Association poor engagement with farming sector
- NCMA engagement model is very 'top down'
- No ongoing regular NCMA support on our own partnerships
- LG support resources non existent and very 'top down'
- LG 'we know what you want better than you do'

### **Task 4. Key message from your region**

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#### **BRG CMA Landcare Networks**

1. Strong, long established Landcare networks
2. Struggling financially to continue to provide ongoing high levels of service to community
3. All networks receive a level of support from local CMA's but is limited and does not provide for 1 FTE
4. Strong relationships between Landcare networks across the region.

5. Succession – staff and volunteers/committee members.

### **Southern Rivers**

- Their arrangement provides stability in region for L/C

### **Northern Rivers**

- Regional LC network
- CSOs funded under contract
- Have independence and strength
- Contracts for CS are getting less

### **Namoi**

- Negligible. No regular \$ support for community engagement
- Networks are still quite good within and between reg. (proj. supp)

### **Central West**

#### Positives

- Covers any environmental group
- Fantastic RLF
- CMA does provide some \$ for staffing
- Great partnerships
- Landscape change

#### Negatives

- Lack of funds
- Financial overheads
- Comp funding environment
- Board burnout
- Reinventing wheel

### **Murrumbidgee**

- No \$ from CMA
- Have partnered in a project
- Have won grants
- Looking positively to future

### **Border Rivers Gwydir**

- Strong LC networks
- Struggle to provide all support to community
- Across network projects help

### **Lachlan**

- 76 groups
- 14,000 members
- Poor Landcare structure
- Poor regional support
- Good at getting funding
- Strongest member in 76yo

### **Sydney Region**

- No Landcare networks

- 160 'care' groups mapped by CMA
- 55 different organizations with 25,000 volunteers
- Lots doing stuff
- Where councils don't have resources, there is less activity

### **Lower Murray**

- Low population (3000 people)
- Low council resources
- Conflicting or too many roles in one community (L/C, hall, tip)
- Lack of people and resources
- Miss out on funding without networks
- Now have a coordinator , groups will increase
- Lots of other activity not called LC

### **Hunter Central Rivers**

- Where supported by council are going well
- No external CSOs
- No support from council in Manning
- CMA provides \$30K for 3 areas for networks
- Require project funds

### **Hawkesbury / Nepean**

- Lots of small groups without interaction
- No umbrella structure

### **Western**

- Good relationship between LC/CMA
- Small LC network of 10 – 12 groups
- Western LC Inc umbrella house RLF
- Access funding CAG and through CMAs

### **Murray**

- Collaboration
- Improving relationship with CMA
- Share ideas, speakers, workshops etc
- Talking across catchments
- Issues funding for support staff 2 x EFT across whole catchment
- Limited volunteer base
- Over burdened farmers / cash strapped

## Appendix 2.

### Day 2, Building Partnerships

#### Session 1: The world we live in - defining the operating context for Landcare in NSW

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##### Murrumbidgee

- Communication – now less talk, more google, threatens social cohesion, creates opportunities, split between young and older sections of the community, possible solutions through education (source of quality information)
- Farmers under pressure – financial complexity, AGL, cost-price squeeze, labour, global competition, carbon tax, CFI (uncertainty)
- Accountability for investments (in CMAs, Landcare, farms etc) at the same time as smaller govt.
- Also structural issues (of Landcare, CMA, DPI – power struggles). The Landcare packages is still sub-optimal
- Peri urban influences: Capacity, education, interest, responsibility, contactability

##### SM CMA, SR CMA, HW CMA

###### Funding / priorities

- priorities existing or new groups / activities
- dilution of Landcare brand
- lack of certainty around funding
- more targeted
- where to invest

###### Political

- constant change in structure, priorities, admin
- delivery of programs on a more regional implementation

###### Economic

- environment now less important
- more competition for funds
- budget cuts – less support networks

##### Murrumbidgee CMA, BRG, LMD, LMac

###### Funding

- creating uncertain future
- creating need for project partnerships which can be a double edged sword.

###### Balancing act of grassroots vs top down

- the art of pleasing grassroots landholders and also being able to attract external funding while satisfying need of partners/stakeholders

###### Disconnect between decision makers and community/ volunteers

- need to build relevant CAP and engage wide cross section of community in building a meaningful plan to deliver benefit all sectors of community

##### Murray

###### What #1:

- Milestones and \$\$
- federally funded but delivered under State Policies

###### Why #1

- urban votes and strong lobby groups (-ve) eg ACF/WWF – NFF not as strong
- local decision making / devolved (+ve)

###### What #2

- Productive farms and keeping communities
- emerging issues (eg drainage, high inputs, alternatives, water (\$ + vol), older farmers)
- making farms viable
- need to collaborate to meet knowledge and skills (base is currently strong but needs to be stronger to stay on front foot).

#### Why #2

- corporate farmers and larger farmers can afford to farm despite emerging issues – can take more risks
- bridging divide between the larger farmers and the smaller family business/farms eg giving assistance.

#### What #3

- Landcare and CMAs being asked to make local decisions / prioritisations (but will it be supported with the right milestones /\$\$/politics).

### **NENW**

- Education of Land Managers (demand and expectations)
- Political processes (funding and targets)
- Financial
- Leadership and vision (good governance in groups)
- Resilience, support and independence
- Communication
  - distinguishing quality information from garbage
  - social
- Chasm between sustainable land managers and corporates
- Emerging issues
- Administration burden (getting and maintaining grants)
- Lack of extension services
- Disconnect between community and decision makers
- Increase environmental awareness and demand from broader community that requires support
- Funding is needed to support the on-ground networks of community support
- Politics and funding
- Sustainable food production “feeding and clothing the world”
- Importance of peri-urban education and influence and the importance of the work they do and can do.

## **Drivers and Impacts**

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### **Hunter Central Rivers**

#### Eco viability of Lower Hunter

- Input costs up
- Increased community - change in culture leads to enviro ethic
- Produce prices down – off farm income
- Less time/people to lobby/run organisations/ organise
- More demand for LC services from general public

#### Admin burden

- Lack of traditional extension services (DPI etc. )
- Not sufficient time/ funding to spend time engaging with people
- Increasing complexity of reporting, admin grants etc results in lack of time for other activities
- Time wasted on unsuccessful proposals
- Time justifying funds expended

What we do valued? Under CCB targets?

- Difficult to find core funding
- Creation and maintenance of groups and networks is not valued, (needed to get onground outcomes/outputs)
- Is MER about environmental monitoring or is it about accounting for \$\$ (politics)
- Relevance of CAP to landholders etc. (SCALE)
- Communities and landholders are hard to engage in CAP 2.0 as they work and are interested in a relatively smaller scale.

## **Northern Rivers**

### **Drivers**

- Increased enviro knowledge, conscience values and expectations from community/landholders
- Targeted funding framework which is not always consistent with local priorities
- Increased cost of current practices and cost of changing practices ( looking for alternatives)
- Increased desire for knowledge from new landholders
- Funding framework – time req'd to participate in increasingly competitive process for shrinking buckets of \$\$.

## **BRG & Namoi**

### **Drivers**

1. Education/awareness of land managers – increasing expectations and demand on services and increasing care for the environment.
2. Political drivers – funding availability, targets, delivery, turnover, contract period
3. Demographic of land managers – URRL's, absentee, increasing peri-urban, aggregation, greater diversity of needs, tree changers, more complex.

### **External drivers**

Community expectations – increased awareness, better educated, increasing needs (1) → increasing community expectations on NRM service providers (3)

Funding \$ preferences

Funding delivery – priorities, duration, do targets meet local needs? 'top down' approach not grass roots driven.

### **Communication (1)**

- driving increasing needs from the community
- information easy to distribute to many
- information easy to access and drives the need for more

Age of farmers – Nth Tablelands average age 65 years V national average of 59 years (3)

### **Size of land managed**

- increasing subdivision close to town
- increasing aggregation – rural
- increasing absentee and corporate land ownership (3)

Input cost pressures eg. Fuel, fertilizers – driving interest in alternative fertilizers (4)

Local issues fluctuate eg. Pest animals, flood/drought/fire (4)

### **Political drivers (2)**

Targets tiered – local, region (CMA), state, federal (2)

"Environmental care" culture across the community (1) – however we need to be able to respond to this need and we need to be resourced to do so.

Demographic of farming community – working off farm (not viable to support farm family 100%), time available to participate (projects, events, committees), # people per farm is reducing (3).

Research results and extension – more research and more readily available (1)

Thirst for knowledge – eg demosites, full trials (1)

Target audience more educated, more complex and savvy (1).

## Appendix 3.

### Day 2, Building Partnerships

#### Session 2: Defining the action that is needed - strategic Landcare/CMA jointly developed proposals

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##### Murrumbidgee

Implement a communication strategy – MOU and specific contracts

- Joint meetings
- Levels of communication with transparency and trust
- Strategic – contracting supply of Landcare support to MLI, on agreed NRM activities that are related to CAP targets
- Sub catchment and operational level – for example: Monaro Landscape Connectivity Project
- To look to future: Peri-urban issues, sustainable agriculture
- John Wilson – go to the Australian Government for more RLF power.

Idea 1 –           2 x rural facilitators  
                      1 x peri-urban facilitators  
                      Funding by CMA  
                      Contract, collaboration

Extend RLF program to RLC program.

Quarterly meetings with major players to comm. what all is trying to achieve.

Monaro Landscape connectivity

Landcare Inputs:

- Resources
- Members
- Staff
- Programs/models
- Knowledge
- Partnerships
- (some) \$
- Trust reputation

CMA Benefits:

- Expand CAP Targets able to be met by Landcare
- Landcare maps/records all achievements (on ground & capacity) of projects external to CMA funding to assist CMA to meet their CAP targets
- Increased landholder contributions (\$ and in-kind) towards CMA CAP outcomes.

COLLABORATION → CMA CAP TARGETS (core vision)

- Improved governance and support systems
- Improved professionalism
- Increase skillset
- Rural community growth
- Job security
- Increased leverage
- Increased local engagement
- Address local needs

\$\$\$\$\$\$



- 
1. Financial pressures (on and off farm ) – impacts on ground and capacity building and engagement
  2. Leadership (knowledge required and community empowerment) – good governance (Landcare & CMA), Vision
  3. Resilience / Dependence – succession planning. Independence of government funds.
    - a. CMA dependent
    - b. Landcare trying to be independent
  4. Sustainable food and fibre production
    - a. Feed the world?
- 

Package (Sonia)

### **PERI-URBAN**

Defn:

- It is not homogenous
  - Tree changers – time poor, lifestyle choice
- Urban refugee – lower socio economic, cheaper housing
- Traditionally lived there and town has encroached
- Last bastion in Sydney of the great Australian dream ¼ acre block.
- School involvement to increase understanding in families who own the land
- CMA/ Landcare role
- Bus in a workforce of youth eg football/scouts Duke of Edinburgh
- Stress dual purpose ‘can still have a dirt bike track and better land management’
- TAFE unit – supported by CMA to do the planning component of the peri-urban plan for that site/CMA.
- Landcare (‘trust’)
  - Social media using the Landcare brand
  - PR spokesperson
  - What this means for us
  - Experience

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### **Urban Residents Rural Landholders**

IDEA to reach a specific audience of city based rural landholders.

Target audience

- Corporate (separate projects)
  - Big money
  - Lots of land
  - Influential
- Professionals own land but don’t live on it – more hands on

Message

- Good land management
- Connection to local networks
- Building relationships
- Sense of belonging/responsibility
- Land stewardship

How do we reach/find them

- Existing data bases
- Land titles office – Land and Property NSW

- Local council
- NSW Department of Planning

How do we get the message to them

- Corporate breakfast – more corporate audience
- Direct mailout package
- Networks – eg small farms network
- Websites
- Place based events
- Support info
- Targeted field days (Mudgee, Berry)
  - Use urban Landcare groups to have special work day

### **Northern Rivers – CMA, Landcare Networks**

CMA to agree to partner with Landcare in the strategic allocation of a proportion of the investment program funds.

Eg collaboration of Landcare Networks – target industry groups or strategic projects ① being dairy farmers then other.

To develop BMP property plans

1. Upgrade FTC plans with 60 farmers to be consistent with incentive program needs.
2. Use model for other dairies → model for other industries

Involve partners

- DPI
- Dairy NSW
- NORCO
- Parmalat
- Richmond Dairies
- Dairy Famers
- Local government

### **Proposal**

Landcare: very active with projects but lack base funding.

- value independence

CMA – have a gap in their ability to deliver ‘land’ projects.

So opportunity is for ‘Landcare’ to support CMA to deliver ‘land’ targets and for the CMA to support Landcare to have the capacity to deliver (not just project funding).

So how to make it happen?

- Commence a discussion
- Look at options
  - Person?
  - Contract services?
  - MOU’s
- On ground delivery
- Planning stages

CMA: bring \$ for base support to existing + projects

Landcare bring:

- Know the issues
- Engagement

- Other partnerships
- Recognised credibility within R&D arena.

### **Namoi**

Proposal to action – “Collaborative and sustainable partnerships: Framework for a Regional Plan  
Develop a plan/strategy platform to develop a relationship between NRM stakeholders to create a culture of collaboration and cooperation for the future.

Barriers to success (drivers)

- Resources – people, time, knowledge, funding
- Projects not multi-stakeholder based – Landcare the bridesmaid
- Education
- Need area meeting to engage stakeholders eg. Farmers, LGA, state government, producer group
- Need a structured agreement eg MoU
- Community not engaged in CAP process, not aware of targets or importance
- How do we fit local issues eg farmer level fit into the CAP?
- Need to put this issue in their terms eg meet the market ‘farmer speak’
- Landcare can bring the people to the table for discussion/ engagement
- Landcare – utilise strategic plan information – what are the targets?
- CAP – where are the priorities? Geographic?
- Acknowledge community needs → develop new project proposals
- CCB

External facilitator/ project manager

- Identify stakeholders and bring them together
- Identify opportunities/ resources/skills and identify gaps/needs.
- Identify common needs/targets/priorities
- Identify opportunities for joint project
- Identify advantages for each stakeholder organisation
- Responsibilities for each stakeholder.

Review partnership, evaluate, improve.

New CAP – 4 themes.

CCB – People, Biodiversity, Land, Water.

### **Proposal ideas**

3 major projects (similar – Landcare projects – 5 years – BRG CMA similar projects) ‘silo mentality’

LPLMC – Koala’s and connectivity, 5 years (BioFund, EnvTrust)

TMLA – bush regeneration, 6 years (EnvTrust)

SNELC – Wetlands and woodlands, 1 year (CFoC)

BioFund

- ‘Bio-links’ 3 years
- NSW DPI – planting between Gunnedah and Narrabri
- Mining companies – revegetation as part of BaU

Partnerships – 1 major partnership each year

Eg Greening Australia: business aspects of the project such as training, seed collection, ensure local provenance.

Involve all commercial elements eg nurseries, contractors (Tamworth Regional Council also has similar needs)

Cross region extension of what funding has been secured? Where are the common links?

Collaboration eg road show events, extension materials, training manuals.

Where are the areas of expertise? How to coordinate them?

Training – TAFE NSW? Rural Biz? Needs to be RTO

Timing of project promotion, applications etc.

So target audience know what their opportunities are and where they can access them?

### **Regional Collaboration**

Economies of scale

Cost and time efficiency

Planning process

Delivery

Information on each project – what are the overlapping areas and targets? → mapped general

Landscape wide revegetation increasing native habitat connectivity

Workshop planned for July – external facilitator for workshop.

<http://www.juniorLandcare.com.au/grants-2/coles-grant>

## Appendix 4.

### Day 3, Making it Happen

### Session 2: State Landcare Support Strategic Business Plan

#### Emerging Issues

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- 'adaptive capacity for change' model
  - social/Landcare
- mental well being
- women farmers
- Succession planning
- NRM bodies – get involved
- Climate change
- including local groups and other community
- community partnership projects
- other funding streams
- carbon tax
- building – BASIX
- Native vegetation – review of regulations
- WONS – new species added
- Invasive species – weeds eg. alligator weeds + pest animals
- prevent spread of new invasive species Proactive vs Reactive
- Soils – increased input costs
- mining and exploration
- Generational change or not of land managers
- 4.1 – Support for farmers
  - dealing with land use conflict
  - inflated property prices
  - resilience
- innovative farmers who are addressing local issues are promoted
  - recognise innovators (awards)
  - hosting field days
  - share experience as web story and local media
- Support farmers better so they don't drop out – if they do then where will we be?
- Develop a project which uses social media to link groups which are far apart.
- Longer term funding support for restoration projects → lobbying of funding bodies.
- innovative practices need to be shared – look for ways to share case studies on web (regularly updated).
- Land use conflicts eg. mining
- Increased pressures on farmers
- aging farm population
- City/country cooperation
- suits and boots – rural farmers teaching city landholders. City changers
- Sustainable food, urban farming (city/rural exchange).
- Weed invasion – glyphosate resistance
- Climate change adaption

- CFI
- Food security
- Emerging issues → to CMA → strategy
- Succession planning for groups

### **Incorporation and Insurance**

- Invest \$ to provide a fund to which groups can apply to offset cost of insurance.
- Keep the current insurance scheme so groups can have ownership and manage their own risk.
- fully support insurance for groups subsidised/paid for
- insurance vs scale of group size – needs consideration
- Landcare insurance via existing insurers (Allianz = \$350-\$450/year for P/L)
- Landcare in a Box?!?!)
- Umbrella insurance so groups don't need to worry
- Look at insurance history - tell groups to form networks and come under their cover. Catchments networks will only require minimal numbers due to limited networks
  - link to Landcare in a Box
  - Not learning from history
- Any money saved should go to LNSW
- Must be easy to access and understand – offer discount 'buys'
- Whilst a review of what is now available – what is the plan for the future?
- Working case studies – networks, small groups, urban groups.
- Broker would be very useful as point of contact for advice for groups

## Appendix 5

### Day 3, Making it Happen

#### Session 3: Evaluation of forum, participant feedback

	Drop	Keep	Create
DAY1	<ul style="list-style-type: none"> <li>• Drop day 1</li> <li>• “Value of Landcare”</li> <li>• Day felt a bit “bitsy” overall</li> </ul>	<ul style="list-style-type: none"> <li>• Great intro</li> <li>• Snapshot session √√ √√ √</li> <li>• All good √√ √</li> <li>• Sonia clear and concise in way she speaks</li> <li>• Chris Cummins to be admired.</li> <li>• The “Value of Landcare” very useful tool to take back to local group. √√</li> <li>• Keep everything</li> <li>• Lunch time start √√</li> <li>• Care model case studies √√ √</li> <li>• Q &amp; A √√√</li> <li>• Forum overview √√</li> <li>• Group work</li> <li>• Keep professional facility</li> <li>• Session for Landcare networks to share their stories</li> <li>• Casual approach to facilitation</li> <li>• Exchange of group situations</li> </ul>	<ul style="list-style-type: none"> <li>• Create more of day 3</li> <li>• Ask participants to bring something about their group ie poster / photos / flyer so we can peruse in free time / more opportunities for more regions to share</li> <li>• Map of regions to help identify understanding of other groups and their issues. √√</li> <li>• 2 minute exercise sessions between speakers eg jump on the spot</li> <li>• Regional L/C, RLFs and CMA at all times at the forum √√</li> <li>• Include RLFs</li> <li>• ‘What are your Needs” session</li> <li>• Opportunities for chat between staff should be longer and more unstructured</li> <li>• Overview of Business Plan and CAP up-front would have helped perspective</li> </ul>
Day 2	<ul style="list-style-type: none"> <li>• Drop Landcare Australia presentation.</li> <li>• Emphasis on CMA people and what they are doing – they are here to listen</li> <li>• The idea that CMA’s stole Landcare – the decision that Landcare direct funding wasn’t meeting Government needs was made before CMS’s existed, also CMA’s disappearing won’t solve Landcare’s problems of relevance to the community – Landcare is not truly representative – yet!</li> <li>• Drop Day 2 afternoon session √ √</li> <li>• Drop RLF Contract Managers to RLF Conference. Very disappointing – lost time, broke continuity.</li> </ul>	<ul style="list-style-type: none"> <li>• Welcome to Country √ √ √ √ √ √ √ √ √ √ √ √ √ √</li> <li>• Breaks good length √ √</li> <li>• Matilda House brilliant, articulate and welcoming</li> <li>• CMA /Landcare partnership – building opportunities √ √ √ √ √</li> <li>• Consultation process – ideas all good.</li> <li>• Good to see Troy Grant available to attend –keep √√</li> <li>• Vision of Landcare √ √</li> <li>• Strategic approaches √ √ √</li> <li>• Active group work with comfortable peers led to very progressive ideas. √</li> <li>• Landcare Support Program will need to keep updating progress</li> <li>• Action Session: too short. Need more case studies eg broad themes eg peri-urban</li> <li>• Mixed groups to work on joint projects. Needed more time</li> <li>• Independent facilitator √ √ √</li> <li>• Keep CMA and RLFs in the room</li> <li>• World we live in</li> </ul>	<ul style="list-style-type: none"> <li>• Create more models of how to run Landcare</li> <li>• Create a map of where people come from on back of agenda as a reference</li> <li>• Add short exercise (physical) all of the days.</li> <li>• Opportunity to showcase successful projects – at dinner??</li> <li>• Inclusion of RLFs would have been beneficial for them to be there √ √ √ √</li> <li>• LAL should be here to listen, to pit them in touch with Landcare – so they can create Landcare in a Box</li> <li>• Ways we can work together with all NRM groups - invite Greening Australia and Ag Bureaus, Conservation Council, National Parks – we all have to work together include everyone in the conversation.</li> <li>• Examples of collaborative partnerships with CMA’s and Landcare – more details</li> </ul>

		<ul style="list-style-type: none"> <li>• Project proposal</li> <li>• Excellent - gutsy</li> </ul>	<ul style="list-style-type: none"> <li>• Icebreaker around something you're proud of</li> <li>• Change - Reviewing business plan without people who can clarify details – could have put CAP (day 3) there</li> <li>• Get more CMA leaders ie chairs /boardmembers along to gain an understanding of CMA position and comment on Landcare position.</li> </ul>
Day 3	<ul style="list-style-type: none"> <li>• CAP – heavy session. Every man and their dog wanted to talk about where their CAP is up to.</li> <li>• 8.30am start maybe too early</li> <li>• CAPs next time as CAP's will be developed and Landcare groups should hear about through other channels</li> <li>• A bit rushed, too many short snippety bits</li> <li>• Very rushed feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Best day. Should have been the first day to set the scene and allow discussion over the rest of the forum</li> <li>• Great discussion on strategic plan – good first step however budget indicates no process to making NSWL resilient</li> <li>• Excellent to have government ministers attending</li> <li>• Chris Cumming overview of current model excellent</li> <li>• Would have been good to have Chris's overview of L/C structure on Day 1</li> <li>• CAP opportunities</li> <li>• Business plan v v v v include more detail</li> <li>• Overview of resources</li> <li>• Allowance to travel home after forum</li> <li>• Group work very productive</li> <li>• Diversity of different CMA approaches to CAP2 process good</li> <li>• 11am finish</li> <li>• More time needed to discuss and input into Landcare Support Program</li> <li>• Comment opportunity for plan as is</li> <li>• Keep everything v v v v v</li> <li>• Very good - gutsy</li> </ul>	<ul style="list-style-type: none"> <li>• Have one A4 map of all catchments with Day 1 notes</li> <li>• Project brainstorm session inc CMA, DPI, L/C</li> <li>• Better wind up – putting it together session /tying themes together</li> <li>• More time to create idea for the wall</li> <li>• More detail on the Landcare Support Officer v v</li> <li>• Further input in CAP session would have been helpful</li> </ul>
GENERAL	<ul style="list-style-type: none"> <li>• Three days was a bit long</li> <li>• Afternoon session day 2 suffered as a result of people leaving for other meeting. Left awkward moments where people couldn't answer questions</li> <li>• The enthusiasm for caring for our environment.</li> <li>• Time in the afternoon Day 2 for partnership building was cut short to spend time on individual business plan goals / strategies. Time on the latter was too short anyway. Would have been better spent on partnership building</li> </ul>	<ul style="list-style-type: none"> <li>• Good networking v v v</li> <li>• Rooms and meeting space well planned</li> <li>• Well run</li> <li>• Good facilities, setting</li> <li>• CMA and L/C partnership session provides future hope and a possibility of improving our model and working relationship.</li> <li>• Facilitation method on Day 3 was only half completed do participants unaware of what we were saying.</li> <li>• Keep the "Drop Keep Create" format. Much better than old tick box and comment form.</li> <li>• Great contributions and commitment by the people</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for CMA's to take their attendance at this type of thing seriously and treat it as a priority</li> <li>•</li> </ul>



PASTORAL	Comments	
General	<ul style="list-style-type: none"> <li>• All Good v v</li> <li>• Good coordination by forum organizer</li> <li>• Cups chipped</li> <li>• Not all CMAs in attendance</li> <li>• Lack of free wifi in rooms and black spots for phones. Not good for a conference venue.</li> <li>• Good atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>• Create time to meet and talk to other RLFs and find out what they are up to either in the conference not just dinner.</li> <li>• Create a 'something outside' session</li> <li>• Confirmation email on booking and room No.</li> </ul>
Food	<ul style="list-style-type: none"> <li>• Ordinary</li> <li>• Average v v v</li> <li>• Catering for dinner poor</li> <li>• Coffee mugs! not cups</li> <li>• Fruit option at morning tea</li> <li>• OK</li> <li>• Good food</li> <li>• Food ok not great</li> <li>• Would like fresh whole fruit eg apples vv</li> <li>• Breakfast was good</li> <li>• Coffee bad v v</li> <li>• Poor service at dinner</li> <li>• Anzac biscuits great</li> <li>• Food very ordinary</li> <li>• Keep dinner</li> <li>• Food great</li> <li>• Lunch and dinner awful, breakfast good.</li> <li>• Dinner was lackluster, didn't realize veggies had to be rationed so carefully.</li> <li>• No <u>hot</u> coffee vvvvvv</li> <li>• Main dinner was good for omnivores <u>but</u> why does vegetarian main always have to be plain pasta Napoli ante</li> <li>• Thermos' were never hot, cold cuppas. v</li> <li>• Pizza luke warm and doughy</li> <li>• Breakfast great vv v</li> <li>• Dinner ordinary and luke warm v v</li> <li>• Food at dinner poor</li> <li>• Bar required barman – kept disappearing</li> </ul>	
Venue	<ul style="list-style-type: none"> <li>• Prefer to have been in town – close to other attractions, somewhere to walk</li> <li>• Nice comfortable venue</li> <li>• Fine accommodation</li> <li>• Venue worked vv</li> <li>• Not near any shops for unexpected needs</li> <li>• Venue good/ functional v</li> <li>• Venue good although dinner room crowded with people circulating</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor activity would renew tiring brains</li> </ul>
Accommodation	<ul style="list-style-type: none"> <li>• OK v v v</li> <li>• Good beds</li> <li>• Keep this type of accommodation</li> <li>• Good</li> <li>• Comfortable</li> <li>• Room and bed comfortable</li> </ul>	