



Strategic Plan for Landcare NSW 2015-2018

Sustaining and Growing Landcare



Foreword

As a grazier from the New England region of NSW and Landcarer for the past 25 years, I have experienced firsthand Landcare's ability to transform landscapes, improve agricultural production and enhance community capacity.

Landcare NSW has served the community landcare movement since 2007, providing a representative voice and delivering services to support Landcare to engage with local partners, participate in regional planning and engage in on-ground works. Landcare is a trusted and effective model that protects our natural resources for the benefit of current and future generations. To fulfil its potential Landcare relies on support and engagement by Landcare groups and individuals, government, business and the broader community.

This strategic plan was developed following a thorough process that involved research with a range of external stakeholders and the participation of our 21-member Council of Landcare NSW. This plan sets out the key priorities the organisation will pursue over the next three years.

Rob Dulhunty
Chair, Landcare NSW

November 2014

Who we are

Established in 2007, Landcare NSW is a representative body that provides local Landcare with a voice, support and services. Our 21-member Council represents more than 60,000 Landcarers and more than 2,650 groups across NSW. The organisation is governed by a six person executive and operates with the support of part-time staff.

Our environment

Landcare is a successful model that has been operating in Australia for more than 25 years and enjoys a high degree of community trust and goodwill. Despite these strong foundations Landcare has experienced declining funding, support, profile and influence. This has created barriers to Landcare groups' ability to perform their role at the local level. Landcarers are volunteers who provide a valuable service that benefits the whole community. The greatest priority for continued viability is both (i) access to funds to undertake local projects and, (ii) ongoing core funds to support the operations.

There are many entities and organisations in Landcare, including local groups, incorporated regional networks, national bodies and all levels of government. Consultation and research is needed to examine the current arrangements to determine whether Landcare groups are obtaining the services and representation they need to operate effectively and to increase efficiency of the current investment.

Landcare NSW aspires to be a faithful and effective voice for the Landcare community. To fulfil this role our organisation needs a strong, active and unified membership. Sound governance and a robust process to engage members in policy discussions will ensure we are able to confidently convey the views of community Landcare to government and the broader community.

Since forming in 2007 Landcare NSW has provided useful services to our members including information, networking opportunities and access to best practice advice. A key priority is to continue to provide services that meet the needs of our members and the Landcare community.

The achievements of the past seven years demonstrate the value Landcare NSW has provided to our members, government and other partners. While we have been successful in attracting project funding and small grants, our financial viability is an ongoing challenge and the current model is not sustainable. We need to move to professional footing with a stable, diversified funding base. Over the next three years our focus is securing government funding to provide the support necessary for the volunteer movement to operate while at the same time developing strategies for diversified funding streams from membership, philanthropy, fee-for-service, partnerships, sponsorship, and fundraising. To achieve this will require participation by the Landcare movement and support from all our partners.

A sustainable representative body will help to sustain the Landcare movement.

Strategic Direction

Landcare NSW aims to become a sustainable organisation with reliable ongoing funding so we are able to effectively fulfil our charter to support, represent and sustain the community Landcare movement.

Vision

The result of our collective efforts will be to create...

A viable and resilient Landcare community contributing as a valued partner to a range of community, natural resource management and agricultural outcomes.

Mission

We will work...

To serve community Landcare in NSW by providing a representative voice, member services and support.

Values

We will be guided by the principles of...

- *Inclusion and self-determination*
- *Collaboration: working in groups and building partnerships*
- *Non-party political representation*
- *Flexibility, adaptability and innovation*
- *Responsiveness to different needs and cultures*
- *Clarity of purpose*

Desired Situation – Goals and benefits

We are determined to deliver benefits as a result of reaching our strategic goals...

Area of activity	Strategic goal	Objectives	Benefit
Governance & Improvement	1. Local groups have membership, representation and services that help them flourish	<ul style="list-style-type: none"> To work with the National Landcare Network to develop a model for membership, representation and services which will better serve the needs of local groups 	<ul style="list-style-type: none"> Individuals are able to affiliate with the entire Landcare movement from local to national The size and distribution of the Landcare constituency is verifiable, leading to greater policy influence
	2. Landcare is well-governed and continually improving	<ul style="list-style-type: none"> To ensure that Landcare NSW models best practice governance and provides advice to local groups 	<ul style="list-style-type: none"> Governments and philanthropists have confidence in the governance of local groups and Landcare NSW so that funds are made available
Representation	3. The public policy environment is supportive to Landcare	<ul style="list-style-type: none"> To create policy development mechanisms to allow Landcare NSW to faithfully represent the views of local groups to government 	<ul style="list-style-type: none"> Local groups feel that Landcare NSW invites feedback on key issues and faithfully represents the majority position of the movement to government
	4. Landcare interests are represented on a range of community, NRM and agricultural matters	<ul style="list-style-type: none"> To work with the NLN and other state peaks to promote NRM and sustainable agriculture 	<ul style="list-style-type: none"> Government policy benefits from the policy expertise of Landcare NSW The movement is able to mobilise movement-wide action on key policy issues

Area of activity	Strategic goal	Objectives	Benefit
Member services	5. Local Landcare groups have services which are needed and valued	<ul style="list-style-type: none"> ▪ To develop a suite of services which are needed and valued by local Landcare groups ▪ To create a strong value proposition for membership of both groups and individuals 	<ul style="list-style-type: none"> ▪ Duplication of effort is eliminated ▪ Services are targeted to meet local needs ▪ Membership revenue is predictable and reliable because there is perceived value for money from membership
Communications	6. Landcare NSW communicates effectively to the movement and the community	<ul style="list-style-type: none"> ▪ To communicate with local groups about the activities of Landcare NSW ▪ To facilitate communications among and between Landcare groups and individuals ▪ To promote the Landcare movement to stakeholders and the community 	<ul style="list-style-type: none"> ▪ The Landcare movement is able to take united action because of a common understanding of issues and awareness of tactics ▪ Local groups attend Landcare Musters to facilitate communication ▪ Landcare's position on a range of issues is clear and well-publicised
Funding	7. Landcare NSW's core funding needs are met	<ul style="list-style-type: none"> ▪ To secure the long-term financial viability of Landcare NSW by cultivating multiple and diverse revenue streams 	<ul style="list-style-type: none"> ▪ Landcare NSW's future is secured ensuring that future generations of Landcarers and the community benefit
	8. Landcare groups have access to funding opportunities	<ul style="list-style-type: none"> ▪ To support local groups in gaining access to private and public funding of NRM projects 	<ul style="list-style-type: none"> ▪ More natural resource management projects are undertaken resulting in more sustainable agriculture and environmental conservation



Landcare NSW

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