

# NSW Landcare Program

Strategic Plan  
2019 – 2023



The NSW Landcare Program is a collaboration of Local Land Services and Landcare NSW Inc. supported by the NSW Government.



Local Land  
Services



Landcare  
New South Wales

## Title: NSW Landcare Program – Strategic Plan 2019 – 2023

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We would like to acknowledge and pay our respects to past, present and future Aboriginal and Torres Strait Island people of NSW and Australia and recognise their role as traditional custodians of the land.

This document has been published by the NSW Landcare Program as a collaborative initiative of Local Land Services and Landcare NSW inc. under the direction of the Joint Management Committee.

Local Land Services and Landcare NSW would like to acknowledge both organisations and the broader Landcare community in NSW for the support they give the NSW Landcare Program.

The Program would like to thank and acknowledge the NSW Government and the NSW Parliamentary Friends of Landcare.

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent advisor.

Photography: All photos in this document have been provided by Landcarers via Local Landcare Coordinator Initiative Case Studies. We thank them for sharing and acknowledge their contribution.

# NSW Landcare Program Strategic Approach 2019 – 2023

<p>The <b>challenges</b> we face</p>	<p><b>Sustainable Landuse</b> Landuse activities must be more productive and environmentally sustainable</p> 	<p><b>Results &amp; Resources</b> Agencies and Communities are being asked to deliver more with less</p> 	<p><b>Community Support</b> Landcare communities need a solid and stable foundation of support</p> 
<p>The <b>opportunities</b> we have</p>	<p><b>Public Investment</b> The NSW Government has committed \$22.4 million between 2019 – 2023</p> 	<p><b>Value in Partnerships</b> Local Land Services and Landcare collaborating to achieve common goals</p> 	<p><b>Dedicated People</b> People on the ground ready and willing to put in the hard work</p> 
<p>The program's <b>vision</b></p>	<p><b>Supported local action; benefiting communities, environments and industries</b></p>		

**Our Partnership Statement**

Landcare NSW and Local Land Services as a community and government partnership are stronger together in achieving outcomes for communities and landscapes

**Landcare NSW inc. Vision**

NSW Landcarers will have the leadership, skills and resources to care for our land, environment and communities

**Local Land Services Vision**

Resilient communities in productive healthy landscapes

**Capacity to Deliver**

Success looks like:

A program that supports community capacity to deliver outcomes in natural resource management, agriculture, landuse and community initiatives.

Our key results:

- A network of Local and Regional Coordinators
- Stable or increased on ground delivery
- Stable or beneficial changes in governance
- Coordinators with increased skills to be better at their job
- Improved opportunity to effectively attract and leverage funding and resources

**Community Participation**

Success looks like:

A program that enables community participation in natural resource management, agriculture, landuse and community initiatives.

Our key results:

- Stable or increased participation in regional Community of Practice
- Stable or increased participation in on ground activities
- Participants at Community of Practice events with increased knowledge and skills
- Increase in the profile of Landcare in NSW
- Groups with stable or increased communication rates to Landcare Communities

**Collaborations**

Success looks like:

A program that supports inclusive and productive Landcare collaborations.

Our key results:

- Landcare groups reporting stability or improvements in mutually beneficial collaborations between Landcare and Local Land Services
- Local Land Services regions reporting stability or improvements in mutually beneficial collaborations with Landcare
- Reduced barriers to collaboration between Landcare and local Indigenous Communities
- Increased opportunities for collaboration with partners
- An effectively managed and delivered program

<p>Our <b>partners</b> and <b>stakeholders</b></p>	<p>Landcare NSW Inc. Local Land Services Landcare Groups</p>	<p>The NSW Government and other Agencies Minister for Agriculture and Western NSW and Staff</p>	<p>Individual Landcarers Local Government Community Members</p>	<p>Industry Groups and Bodies Land Managers Other Community Groups</p>
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<p>Links to <b>objectives</b> and <b>goals</b></p>	<p><u>NSW State Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Sustainable and productive regional industries and communities</li> </ul>	<p><u>Local Land Services Goals:</u></p> <ul style="list-style-type: none"> <li>• Healthy, diverse, connected natural environments</li> <li>• Biosecure, profitable, productive and sustainable primary industries</li> </ul>	<p><u>Landcare NSW Inc. Goal:</u></p> <ul style="list-style-type: none"> <li>• Local Landcare groups have the support they need</li> </ul>
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# Introduction

*The NSW Landcare Program is a collaborative initiative of Local Land Services and Landcare NSW empowering Landcarers to take action on local problems and deliver outcomes that address local and regional issues.*

This document outlines the implementation approach that will see the NSW Landcare Program roll-out from July 2019 to June 2023.

The NSW Landcare Program is a multifaceted project that builds on the partnership between Local Land Services and Landcare, on a number of previous Landcare support programs and regional Landcare investment made through the National Landcare Program and Catchment Action over the last four years and beyond.

One of the true strengths of the program is the fact that it is delivered by Government, Landcare NSW Inc. and local Landcare working together. With an innovative co-design, co-governance and co-delivery model it delivers on the aspirations of both Landcare and Government alike.

**Its vision: supported local action; benefiting communities, environments and industries.**

As the program is delivered, it considers local contexts and diversity in order to address current and future challenges, ultimately leading to onground outcomes delivered by an engaged community, via increased participation and increased adoption of practice change, sustainability, advisory service uptake and capacity building.

## **Role of the NSW Landcare Program**

The role of the NSW Landcare Program is to support Landcare communities and volunteers by contributing to the systems and infrastructure that underpins the achievement of their goals through participation and partnership with others.

The NSW Landcare Program will support Landcare by underpinning:

- **Capacity to deliver**
- **Community participation**
- **Collaboration**

The NSW Government, Local Land Services and Landcare NSW Inc. have common goals. They aim to deliver benefit to the broader community, industries and landscapes of NSW.

For the NSW Government and Local Land Services; Landcarers and Landcare groups are vitally important partners. Empowerment projects such as this program greatly improve the opportunity for Local Land Services and other agencies to partner in the delivery of outcomes.

This program is about enabling and empowering whole of Landcare as a community. From Landcare NSW, to local Landcare organisations and community volunteers.

It is about acknowledging the importance of social capital of Landcare organisations and broadening the impact of government and other services; designed to support whole of community, landscape and industry outcomes.

## **A Complex Support Landscape in Landcare**

The realities of investment in public programs is that they regularly change based on a range of factors including; State and Federal Government priorities, community characteristics, climate influences and organisational structures.

While the NSW Landcare Program is a complex and large project, is not the sole mechanism that supports the delivery of Landcare outcomes and activity in NSW.

Landcare empowerment as a whole also relies on support resources and other investment streams such as Local Government, other agencies, private contributions, fee for service and group membership.

It is important for the success of this program that it considers the complexity of the Landcare support landscape and looks for how this might change into the future.

The implementation of this program acknowledges the issue of changes in the total quantum of Landcare support funding now and looks to support Landcare to react to changes into the future.

The 2019 – 2023 program is designed to compliment existing resources currently available to empower local networks in a regional context. It must support flexibility and adaptability in the Landcare movement.

Importantly it seeks to strengthen the capacity of Landcare to not only partner with Local Land Services, but also engage with other agencies to improve the breadth of funding opportunities.

## **Reviewing the Strategic Plan**

This Plan will be reviewed by the Joint Management Committee on an annual basis. Directions and actions will be adapted depending on current conditions and priorities at that time.

# The Problem and the Opportunity

*The NSW Landcare Program intends to deliver increased opportunity to unlock the full potential of the grass-roots volunteer movement of Landcare.*

Landcare as an organised and supported community movement has the potential to greatly contribute to the progression of agriculture, environmental protection, community vitality, response to climate changes and social parameters like jobs and regional economies.

Landcare Communities are key delivery partners for a number of NSW Government agencies, including Local Land Services.

There are many examples from right across New South Wales of Local Land Services and local Landcare groups working closely to deliver on their like goals and aspirations.

## **The Problem and the Opportunity**

In New South Wales, Government and the Landcare Community have shared priorities and share a common purpose in the challenges they face. It is based on these common priorities and the interdependency of their work, that Local Land Services and Landcare Communities collaborate.

There is evidence that supports the assumption that; **without the type of coordinated support provided by the NSW Landcare Program, there will be a marked reduction in the capacity of Landcare groups to partner with Government in the delivery of tangible outcomes.**

This will impact not only the delivery of short term onground improvements, but also longer term practice change, community participation, environmental awareness, community well-being and the capacity of community to respond to events such as bushfire, flood, disease and market changes.

In short, the problem is; that based on the current realities of the operational spaces of Local Land Services and Landcare, state wide coordinated support is required to underpin short, intermediate and long term outcomes.

The delivery of long term outcomes is a challenge dependant on many variables and external influences.

This program provides opportunity to mitigate the impacts of these external influences and support better achievement of long term outcomes including:

- Effective long term partnerships between Landcare organisations at all levels, Local Land Services and other stakeholders
- Landcare and volunteer groups that are connected and supported in the long term to achieve their goals
- Landcare and Local Land Services delivering long term outcomes for the people of NSW
- Landcare being capable to deliver on its long term goals
- Landcare that is valued by community, investors and partners in the long term.

As the Program has a four year time frame, the opportunities it aims to work towards are base on the intermediate term (2019 – 2023).

This program goes forward on assumptions based on evidence, evaluation, literature and experience that; **when community is empowered and active in partnering with Government, the opportunity for the delivery of public, organisational and community long term outcomes is greatly enhanced.**

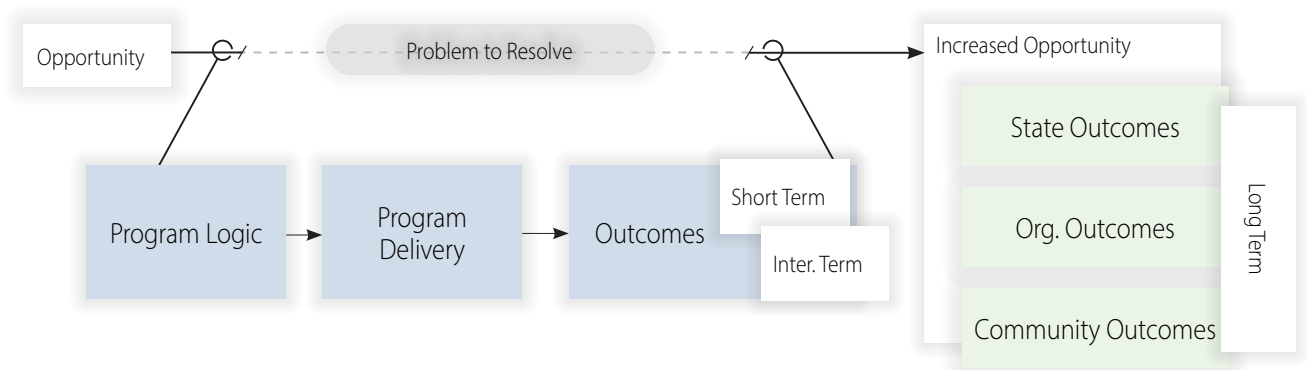


Fig 1. Conceptual map of how the NSW Landcare Program improves opportunity for long term outcomes

# Policy and Objective Alignment

The NSW Landcare Program, as a collaboratively implemented program, draws alignments to the strategic goals, objectives and priorities of Local Land Services, Landcare NSW Inc., the NSW Department of Regional NSW and the NSW Government as a whole.

The Program achieves this by empowering the broader Landcare Community and Local Land Services to deliver onground outcomes, to participate in landcaring and to collaborate more effectively.

While the program's objectives are aligned primarily to the NSW Department of Regional NSW outcome shown below, there does exist potential for the program to deliver indirectly against many other outcomes. This includes outcomes from other State Government agencies including the Biodiversity Conservation Trust and Department of Planning, Industry and Environment.

## **Premiers Priorities:**

- 1 – A strong economy
- 2 – Well connected local environments

## **Dept. of Regional NSW Outcome:**

Sustainable and productive communities

## **Local Land Services Priority Project:**

Enabling land managers to better manage our natural resources

## **Local Land Services Goals:**

- 1 – Resilient, self-reliant and prepared local communities
- 2 – Biosecure, profitable, productive and sustainable primary industries
- 3 – Healthy, diverse and connected natural environments

## **Landcare NSW Inc. Goal:**

Local Landcare groups have the support they need

## **Local Land Services Primary Measures of Progress:**

- 1 – Increased adoption of practice change (area and participation numbers)
- 2 – Customer satisfaction with our core services
- 3 – Maximising customer participation in decision making
- 4 – Maximising opportunities for our customers to increase their skills, knowledge and experience

## **Local Land Services - Relevant Delivery Metrics:**

- Area (Ha) managed for improved agricultural production
- Area (Ha) of native vegetation enhanced, rehabilitated or protected
- Area (Ha) of significant species or EECs enhanced rehabilitated or protected
- Area (Ha) of native revegetation
- Stream length (M) river/estuary enhanced, rehabilitated or protected
- Area (Ha) of wetlands enhanced, rehabilitated or protected
- Area (Ha) land managed for improved soil condition
- Number of projects undertaken to protect Aboriginal Cultural Heritage or Traditional Ecological Knowledge
- Area (Ha) weed management
- Area (Ha) pest control (vertebrate)
- Area (Ha) pest control (insects)
- Number of stakeholder partnerships, number of projects supported and funds invested
- Number of community groups supported and number of participants
- Number of opportunities for people to support LLS decision making, including number of participants
- Number of awareness raising/capacity building events, including number of participants
- Number of training events and number of participants

The program enables and increases the capacity of Local Land Services, the NSW Government and community to deliver tangible outcomes of other investment programs including the National Landcare Program and Catchment Action NSW.

Figure 5 below shows how the NSW Landcare Program aligns with NSW State Government objectives and outcomes as well as Local Land Services Goals and Landcare NSW Goals.

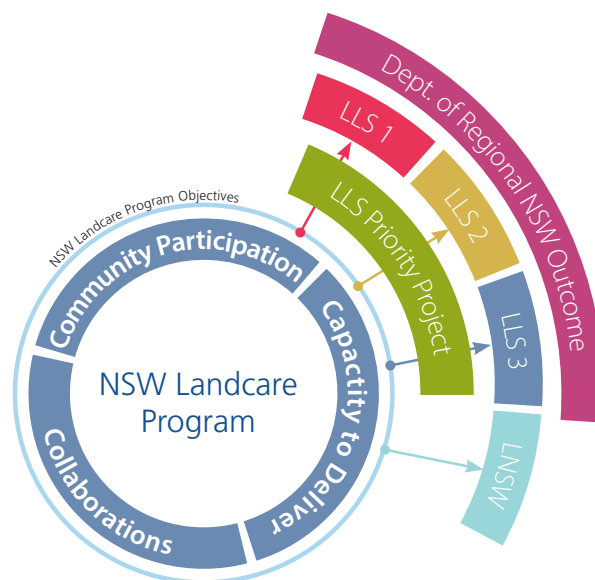


Fig 5. NSW Landcare Program Outcomes alignment to NSW Government and Landcare NSW Inc. goals, objectives and priorities.

# Program Logic

## Inputs, Resources

### Program relies on:

- NSW Government election commitment funding of \$22,423,000
- Joint Management Committee / MoU
- Local Land Services organisational infrastructure
- Landcare NSW Inc. organisational infrastructure
- Local Land Services state level staff resources
- Local Land Services regional staff resources
- Landcare NSW Inc. staff resources
- Landcare Organisations / Committees volunteer time
- Landcare Organisations staff resources
- Established communities of practice
- Landcare Coordinators
- Regional Agriculture Landcare Facilitators
- Existing Landcare Coordinator resources
- Established social capital
- Existing third party investment and contributions

## Delivery

### Program reaches:

- Existing Landcare groups
- New Landcare groups
- Government agencies
- Community members
- Local Land Services Boards
- Local Land Services staff
- Local Government
- Landcare NSW Inc.
- General public
- Ministers and staff

### Program does:

- Develop program partnerships
- Provide funding for Local and Regional Coordinators to support Host Organisations and local Landcare groups
- Provide supplementary funding for Landcare capacity building activities
- Support improved governance and management practices
- Host workshops, meetings and training sessions
- Share learnings through community of practice
- Monitor, report, evaluate

### Program creates:

- Opportunity for Community and Government to be better partners
- Improved planning tools for Landcare networks / groups
- Opportunity for more effective Community events / engagement
- Documents, case studies, articles, templates
- Opportunity for recognition and supportive learning environments
- Communities of practice
- Self-funding opportunity
- Awareness of sustainable agriculture and NRM solutions
- Opportunity for improved community connectivity and vitality
- Opportunities to build social capital of both Landcare and Local Land Services

## Short Term Impact

- Increased capacity in Host Organisations to support Landcare groups / communities
- Increased local and regional collaborations
- Increased capacity in Local Land Services to engage with and support Landcare
- Increased capacity in Local Landcare Groups to improve efforts to diversify funding sources
- Improved capacity in Community to design, deliver and manage on ground projects
- Knowledge of community and Government partnerships
- Reduced barriers to Landcare and Aboriginal Communities collaborating
- Skills to better tell the story of Landcare
- Improved skill sharing, learning and collaborative problem solving
- Landcare Coordinators with increased skills

## Intermediate Impact

### Capacity to deliver:

A program that supports community capacity to deliver outcomes in natural resource management, agriculture, landuse and community initiatives

### Community Participation:

A program that enables community participation in natural resource management, agriculture, landuse and community initiatives

### Collaborations:

A program supports inclusive and productive Landcare collaborations

## Goals - Long Term Impact

### Partnerships:

Effective partnerships between Landcare organisations at all levels, Local Land Services and other stakeholders

### Support:

Landcare and volunteer groups are connected and supported to achieve their goals

### Delivery:

Landcare and Local Land Services are delivering outcomes together for the people of NSW

### Capable:

Landcare is capable and delivering on its goals

### Value:

Landcare is valued by community, investors and partners

# Program Delivery Components

## Local and Regional Coordinators

### Local and Regional Coordinators

Coordinators are the cornerstone of the NSW Landcare Program. The network of 72 Local and 12 Regional Coordinators work with 52 Host Organisations across NSW to support the delivery of program outcomes. The Coordinators are there to enable and support Landcare. They focus on collaboration, capacity building, improved governance and participation.

Regional Coordinators are a new component of the Program and will play a vital role in building highly valuable partnerships between local Landcare and regional Local Land Services as well as other regions and other partners.

## Community of Practice Support

### Regional Community of Practice Funding

Regional Community of Practice events will be provided up to \$5,000 pa to support gatherings that facilitate learning, networking, skill sharing and collaboration to address regionally relevant issues and challenges.

### Statewide Community of Practice Engagement

The Program will facilitate two face-to-face gatherings of Coordinators and their Host Organisations as well as online webinars, classrooms, panel sessions and interactive capacity building workshops.

## Professional Development

### Locally Relevant Professional Development

Local and Regional Coordinators can apply for up to \$3,400 each to undertake professional development activities identified in collaboration with their Host Organisations as being a priority in order to better service their community.

### Statewide Capacity Building

The Program will coordinate, at the state level, a range of training initiatives recognised as being core-skills for community support and empowerment professionals. This may include project management, facilitation and strategic planning.

## Aboriginal Community Engagement

### Aboriginal Community Engagement Initiative

This component will increase opportunities to consciously develop stronger connections and partnerships between Landcare groups and Indigenous Communities practicing Traditional Land Management practices. A full time Aboriginal Communities Engagement Coordinator will be employed by Landcare NSW Inc. This officer will work with a Steering Committee to identify the most effective approaches in supporting Aboriginal People to have a voice within Landcare, to connect them with local Landcare Communities and to help share Traditional Land Management approaches.

## Conference and Awards

### NSW Landcare and Local Land Services Conference

The biennial conference showcases the partnership between Landcare and Local Land Services at the state, regional and local scales as well as on-ground initiatives, technical learnings and casestudies. The conference has become widely hailed as the premier community based NRM gathering, not only NSW but Australia wide.

### The NSW Landcare Awards

Designed to showcase Landcare, Landcarers and Landcaring in all its forms, the Awards are facilitated by the program in collaboration with Landcare Australia every two years. Champions of NSW represent the state at the National Awards.

## Planning, Reporting and Evaluation

### Local and Regional Priority Planning

All Local and Regional Coordinators lead the development of annual Priority Plans for their Landcare Communities.

### Reporting and Evaluation

Coordinators undertake a range of outcome reporting which feeds into the overall Program Evaluation. The Program will introduce the "Coordinator Activity Tracker" - an application like tool designed to put the power of data collection into the hands of each Coordinator. It allows Coordinators to capture detailed data as they go, unlocking its potential value.

## Promotion, Online Presence and Casestudies

### Online Presence for Landcare in NSW

The Program facilitates a online presence and resource base for Landcare in NSW via the NSW Landcare Gateway website.

### Promotion of Landcare Activities

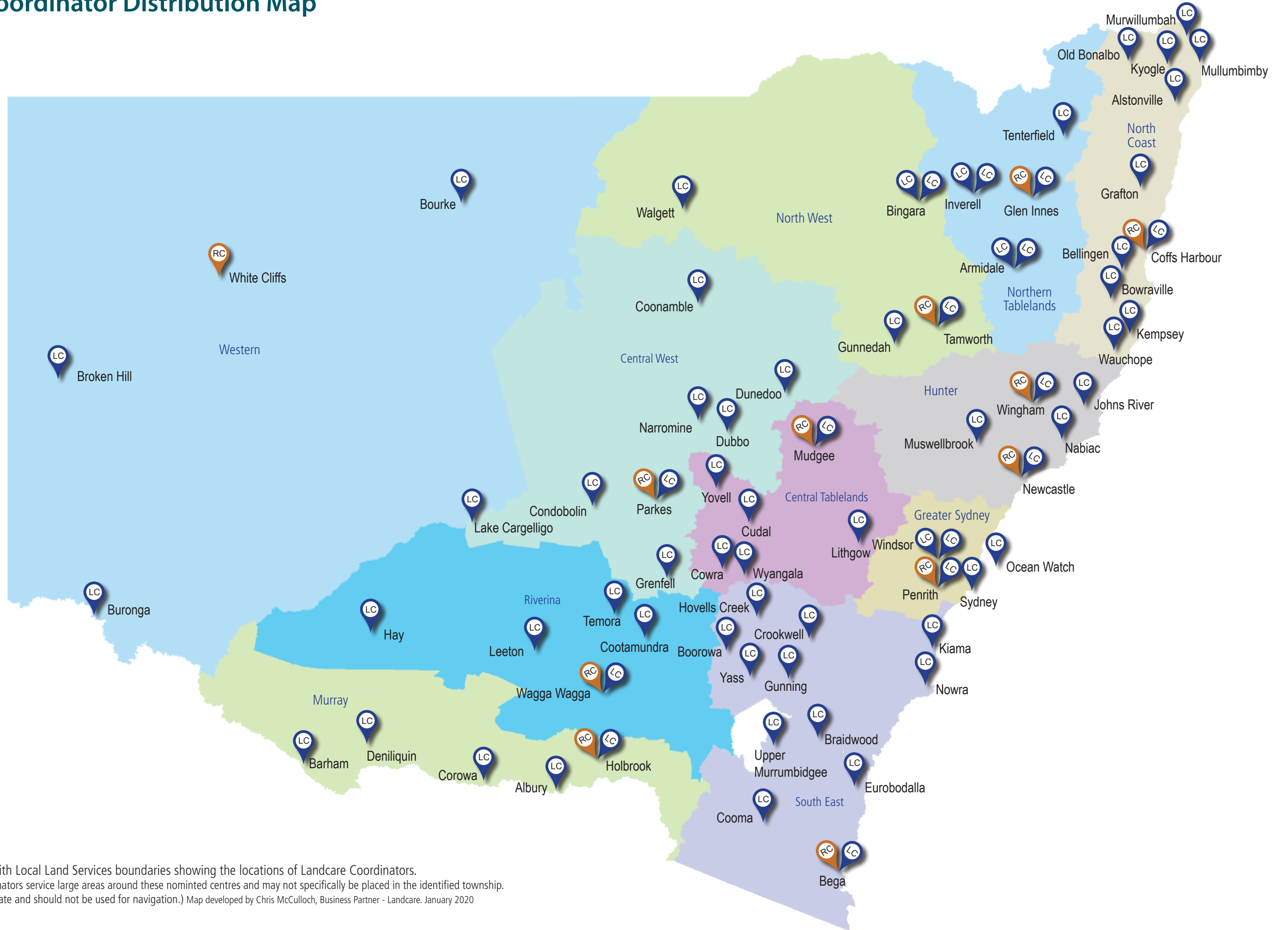
The Program supports promotion of the value of Landcare to other partners, agencies, industry and stakeholders.

### Casestudies

The Coordinators have built a library of over 700 casestudies on almost every Landcare topic. A huge knowledge base.



# Annex: Coordinator Distribution Map



New South Wales with Local Land Services boundaries showing the locations of Landcare Coordinators. (note: Landcare Coordinators service large areas around these nominated centres and may not specifically be placed in the identified township. Locations are approximate and should not be used for navigation.) Map developed by Chris McCulloch, Business Partner - Landcare. January 2020





This initiative made possible by the NSW Landcare Program. A collaboration of Local Land Services and Landcare NSW Inc. supported by the NSW Government.

