



Natural  
Resources  
Commission



# Landcare Enabling Program: Mid-term review

January 2026

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## Acknowledgement of Country

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# Executive Summary

## Overview

The NSW Government has committed \$59 million to the Landcare Enabling Program 2023-2027 (the Program), as delivered in partnership between Local Land Services (LLS) and Landcare NSW. The Program aims to support and upskill Landcare NSW through a range of supporting services, including coordinators, shared and digital services and innovation which, in turn, help to enhance natural resource management outcomes.

The Natural Resources Commission (the Commission) has completed a mid-term review (Review) of the Program focused on identification of what Program outcomes can be demonstrated now, and the identification of priority monitoring and evaluation data needs for further demonstration of measurable outcomes.

This review builds on recent adaptive reviews by LLS and Landcare NSW. Its findings and recommendations aim to close information gaps and strengthen the evidence base for the Program and its final evaluation.

The Program is driven by the core opportunity statement of *'With more sustainable resourcing models, partnerships and strategies, NSW Landcarers will be able to continue their vital work in caring for land and supporting their communities in NSW.'*<sup>1</sup>

This opportunity statement is supported by three objectives:

- 1 **Improved capacity:** improve the efficiency of resourcing models so that Landcarers can focus more on delivering meaningful work to meet local, regional and state priorities.
- 2 **Expanded capability:** provide more opportunities to partner, share knowledge and expand and sustain skills so that Landcarers can do more effective work for improved outcomes.
- 3 **Support for self-sustenance:** foster innovative resourcing strategies to enable a resilient and adaptive organisation that allows Landcarers to continue their vital work in the longer-term.

## Key findings

The Program is clearly achieving outcomes in terms of increasing Landcarers capacity and capability to deliver effective natural resource management outcomes on the ground across NSW.

Reported data demonstrates significant levels of activity through implementation of the Program to date. This delivery is being enabled via Landcare's Local and Regional Coordinators (Coordinators) and the centralised support systems and initiatives designed to enhance the long-term capability of Landcare in NSW. Available evidence includes over 18,000 records from the Landcare Coordinator Activity Tracker (CAT), almost 400 case studies and dozens of Coordinator reports.

Despite the available evidence, no clear trend of change is currently evident across the Program period in either the number of activities logged, or the amount of volunteer time

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<sup>1</sup> Natural Resources Commission (2025) *Landcare Enabling Program: Monitoring, Evaluation, Reporting and Improvement (MERI) Framework*.

recorded. CAT data has known limitations and represents only a portion of all activities, making it hard to determine total activity levels or overall trends. The absence of a clear baseline definition and baseline data also limits the extent to which program change and impact can be assessed.

The Review has also found less direct evidence in terms of what this support means for Landcare groups. For example, limited data was available on changes to levels of motivation, the number or composition of groups, people's on-ground practices or the way that groups are partnering and accessing funding.

These are important information gaps to be resolved that would help demonstrate the value of the Program. Importantly, the development and delivery of a Coordinator survey is expected to resolve many key Program data gaps in the near term.

The following points summarise the key findings against the **short to intermediate term outcomes** for each of the three Program objectives:

- 1 **Improved capacity:** Services and activities have clearly expanded, with limited evidence to date to show the benefits to Landcarers from these increases.
  - The Program has clearly provided **substantial additional levels of support to Landcare** through the Local and Regional Coordinators and the new roles of Regional Administrative Support Officers (RASOs). It has also done a broad range of work to support those coordinators and groups more generally through providing a range of shared services, including accounting, legal advice and human resources expertise.
  - There are **significant levels of activity resulting from the Coordinator roles** which includes large amounts of planning, grant-writing, training and on-ground work. Coordinators organised 366 training sessions, 378 field days and 672 instances of planting, pest control and other land management.
  - There is **insufficient evidence to date of what benefits these activities are providing to Landcarers**, such as whether this is making groups feel more supported or motivated or whether it is enabling them to spend more time on meaningful on-ground work – this is a critical gap in demonstrating Program outcomes.
  
- 2 **Expanded capability:** Coordinator capability and Aboriginal partnerships have strengthened, though evidence of on-ground practice change remains limited.
  - The Program has clearly provided **effective centralised support** and significant opportunities for building the capability and skills of Local and Regional Coordinators. This includes eight content-specific Communities of Practice established and almost 100 workshops, gathering and networking events.
  - Substantial work is being done by Coordinators in **enhancing the knowledge, skills and practices of Landcare groups**.
  - It is **unclear at this stage how coordinated support is resulting in improved on-ground practice**. Good examples exist of the work being done with Landcarers (e.g. training courses, field days), however, few examples clearly demonstrate how this work is translating to on-ground practice change – either among individual landholders or among the practices of Landcare groups.
  - A substantial further investment is about to be made through the Aboriginal Partnership Grant Program. This is expected to lead to more tangible and

widespread examples of Landcare groups improving their skills, practices and partnerships in this area.

- 3 Support for self-sustenance:** Minimal evidence exists to date demonstrating innovation or expansion of Landcare’s partnerships or resourcing.
- Landcare NSW have done **some initial work to strengthen governance, explore strategic partnerships and identify new sources of funding.**
  - There is **a substantial amount of collaboration happening among Landcare groups and between Landcare groups and other organisations.** Almost two-thirds (62 percent) of activities logged by Coordinators involved one or more ‘partners.’ Whether these constitute ‘partnerships’ is less clear, as are the values of these contributions from partners in terms of resources, skills, expertise or other benefits.
  - **It is unclear whether the broadscale communication about Landcare’s work is influencing stakeholder perceptions of Landcare,** particularly among current or potential partners.
  - An Innovation and Partnerships Grant scheme will be introduced soon, which is likely to help address some of these gaps.

Program data shows that there have been meaningful contributions towards **longer-term outcomes.** However, demonstrating these often intangible impacts on community well-being and resilience remains challenging, as highlighted in a Landcare case study:

*‘Often seen as ‘behind the scenes’ work, effective communication is central to every Landcare project mission to engage the community. ... We value the small, yet meaningful, outcomes like sparking conversations and inspiring thought, just as much as achieving event attendance. And the emotional support we provide is vital in strengthening our resilient communities.’<sup>2</sup>*

Following from this, the existing evidence to demonstrate greater impact or improved Landcare resilience and partnerships has some limitations:

- Some data exists to support the on-ground contributions of the Program to natural resource management, including the substantial area of works, revegetation and community capability building. It is not yet clear from the data whether the level or quality of work is substantially greater under the Program.
- There is limited data on how Landcare groups and membership are changing under the Program – either in terms of growing or otherwise becoming more resilient.
- There is some information on the range of collaborations happening between Landcare groups and others, as well as the grants being secured by groups. There is minimal data demonstrating how funding and partnership opportunities have been enhanced.

The Commission also notes that the Program has implemented significant improvements to Program management and data collation, as well as adaptive management and review processes to improve Program delivery and outcomes during implementation – these efforts are commendable.

<sup>2</sup> NSW Landcare Gateway (2025) Case study: [Strengthening Community Ties through strategic communication and highlights from the last 12 months media review](#). Accessed 20/09/2025.

## Recommendations

To improve the evidence base on Program outcomes, a range of recommended actions have been identified. These are outlined in **Table 1** and are organised in terms of:

- **High priorities** – actions that are necessary to provide a reasonable dataset for assessing the key outcomes of the Program.
- **Medium priorities** – secondary actions that the Commission considers high value (in terms of demonstrating the outcomes of the program) and relatively cost-effective to implement.

The Commission notes there may be additional data identified by LLS and Landcare following this review which may be useful to collate and make accessible to further support the evidence base for the Program and the final evaluation.

**Table 1. Mid-term Review MER Recommendations**

Recommendations	Brief description
<b>High priorities</b>	
1. <b>Develop and deliver a Coordinator survey</b>	Develop and deliver a survey of Coordinators by March 2026, repeating it near the end of the Program. The survey should be mandatory for funded roles.
2. <b>Improve the case study process</b>	LLS and Landcare should refine the case study process to focus on quality rather than quantity to improve application in the evaluation of Program outcomes.
3. <b>Strengthen Landcare data collection and reporting on self-sufficiency</b>	LLS and Landcare Program teams need to systematically collect and report data on Landcare groups and membership, funding sources, in-kind support, and the financial nature of partnerships, to better demonstrate progress towards self-sufficiency and resilience.
4. <b>Survey Landcare groups involved in the Program</b>	Develop and deliver a survey of Landcare members/groups/networks involved in the Program.
5. <b>Refine and improve the consistency and quality of the 'Coordinator Activity Tracker (CAT)' data</b>	LLS and Landcare Program should ensure that the monthly CAT entries accurately reflect the scope of work undertaken, with added options to capture total activity numbers (when more than ten activities occur). Further refinements to the CAT are also encouraged, including prioritising where additional notes are captured and improving the way partnership information is recorded.
6. <b>Confirm 'base case' for Program comparison</b>	Establish a clear base case for comparison so changes and Program impacts can be reliably assessed.
<b>Medium priorities</b>	
7. <b>Survey additional Landcare groups outside the Program</b>	Consider including Landcare members/groups/networks who are not involved in the Program in the survey – to enable comparison to 'no Program' intervention.

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<b>8. Do a targeted survey /interviews with key partners/ stakeholders</b>	Develop and deliver a targeted survey or interviews of key partners/stakeholders who are likely to have a good understanding of Landcare prior to and over the course of the Program.
<b>9. Review data collected by Landcare on Communities of Practice (CoPs) and other professional development</b>	Strengthen the monitoring of key outputs of the CoPs and other professional development activities – e.g. by developing a single consolidated tracker of activities to aid in reporting and analysis.

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# 1 Introduction

## 1.1 Overview

The NSW Government has provided \$59 million in funding for the Landcare Enabling Program 2023 - 2027 (the Program). The Program aims to support and upskill Landcare volunteers, networks and communities and, in turn, enhance natural resource management outcomes. It is being delivered as a partnership between Local Land Services (LLS) and Landcare NSW.

LLS has engaged the Natural Resources Commission (the Commission) to undertake a Mid-term Review of the Program (the Review). In scoping this Review, the Commission were advised that LLS and Landcare NSW have recently done an adaptive review and rapid health check to address identified Program risks. To avoid duplication with this work and over-consultation, this Review has focused on exploring the Program's outcomes to date and identifying priority data collection for the remainder of the Program.

The key question the Review addresses is: **'what outcomes can be demonstrated now and how can this be improved?'**

This document reports the findings from the Review and provides recommendations to resolve identified gaps and strengthen the evidence base for the Program and its final evaluation.

## 1.2 Program background

The Program is driven by the core opportunity statement:

*'With more sustainable resourcing models, partnerships and strategies, NSW Landcarers will be able to continue their vital work in caring for land and supporting their communities in NSW'* (see Program Logic in **Figure 1**).

This is supported by three core objectives<sup>3</sup>:

- 1 **Improve capacity:** improve the efficiency of resourcing models so that Landcarers can focus more on delivering meaningful work to meet local, regional and state priorities.
- 2 **Expand capability:** provide more opportunities to partner, share knowledge and expand and sustain skills so that Landcarers can do more effective work for improved outcomes.
- 3 **Support self-sustenance:** foster innovative resourcing strategies to enable a resilient and adaptive organisation that allows Landcarers to continue their vital work in the longer-term.

Several streams of work are being done in line with these objectives, as outlined in **Table 2**.

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<sup>3</sup> Note: these objectives were updated from original Program objectives during development of the Monitoring, Evaluation, Reporting and Improvement (MERI) Framework to better match the intent of the Program. This was informed by feedback from the Evaluation Advisory Group which included key LLS and Landcare NSW staff.

**Table 2. Components of the Program**

Components / streams	Activities	Relevant objective
Local and Regional Coordinators	Employ Local and Regional Landcare Coordinators and regional administration support staff. Run on-ground projects, events and other extension and awareness-raising activities.	Improve capacity
Shared Services Hub	Employ support staff and deliver centralised and bespoke resources and services for Landcare regions, groups and networks through a co-designed Shared Services Hub.	Improve capacity
Community of Practice	Scope and provide forums for interaction, collaboration and networking through co-designed Communities of Practice.	Expand capability
Digital Landcare	Co-design and deliver Digital Landcare products (for grantees, staff, groups and networks) and resources to promote and raise awareness of Landcare.	Expand capability
Professional Development	Scope and provide professional development opportunities. Employ centralised support staff for Coordinators, Landcare regions, groups and networks.	Expand capability
Aboriginal Partnerships	Co-design culturally safe strategies to support Landcarers across NSW in engaging with Aboriginal communities and land managers <i>Note: this stream of the Program has been adapted from the original plan. It now includes grants to support stronger partnerships with Aboriginal communities. These are reflected in suggested updates to the Program Logic (see <b>Supplementary Materials</b>).</i>	Expand capability
Innovation and Partnership Hub	Co-design and deliver an Innovations and Partnerships Hub to foster Landcare partnerships. <i>Note: this stream of the Program has been adapted from the original plan. It now consists of statewide work to explore partnerships and revenue streams and a grants program to support groups and networks to do similar work. These are reflected in suggested updates to the Program Logic (see <b>Supplementary Materials</b>).</i>	Support self-sustainability

Flowing from this work, the **end-of-Program outcomes** are expected to be:

- Coordinators and volunteers are more engaged, satisfied, supported and motivated in their work
- Increased volume of Landcare activities targeted to local needs and priorities
- A greater proportion of Landcarer time is spent on core, priority activities
- Landcare's activities are increasingly guided by relevant, best practices (project management, MER, sustainable land management)
- Effective and efficient Landcare coordination, data management, monitoring and reporting
- Landcare regions, groups and networks are increasingly sharing knowledge and resources.

These outcomes are underpinned by a range of changes that should happen in the short - to medium-term, as well as contributing to broader outcomes in the longer term. These outcomes, and the linkages between them are outlined in a Program Logic (see **Figure 1**). The Program Logic has also been assessed for potential improvements as part of this Review (see **Supplementary Materials** provided with this report<sup>4</sup>).

<sup>4</sup> Natural Resources Commission (2025) *Landcare Enabling Program: Mid-term review - supplementary material*.

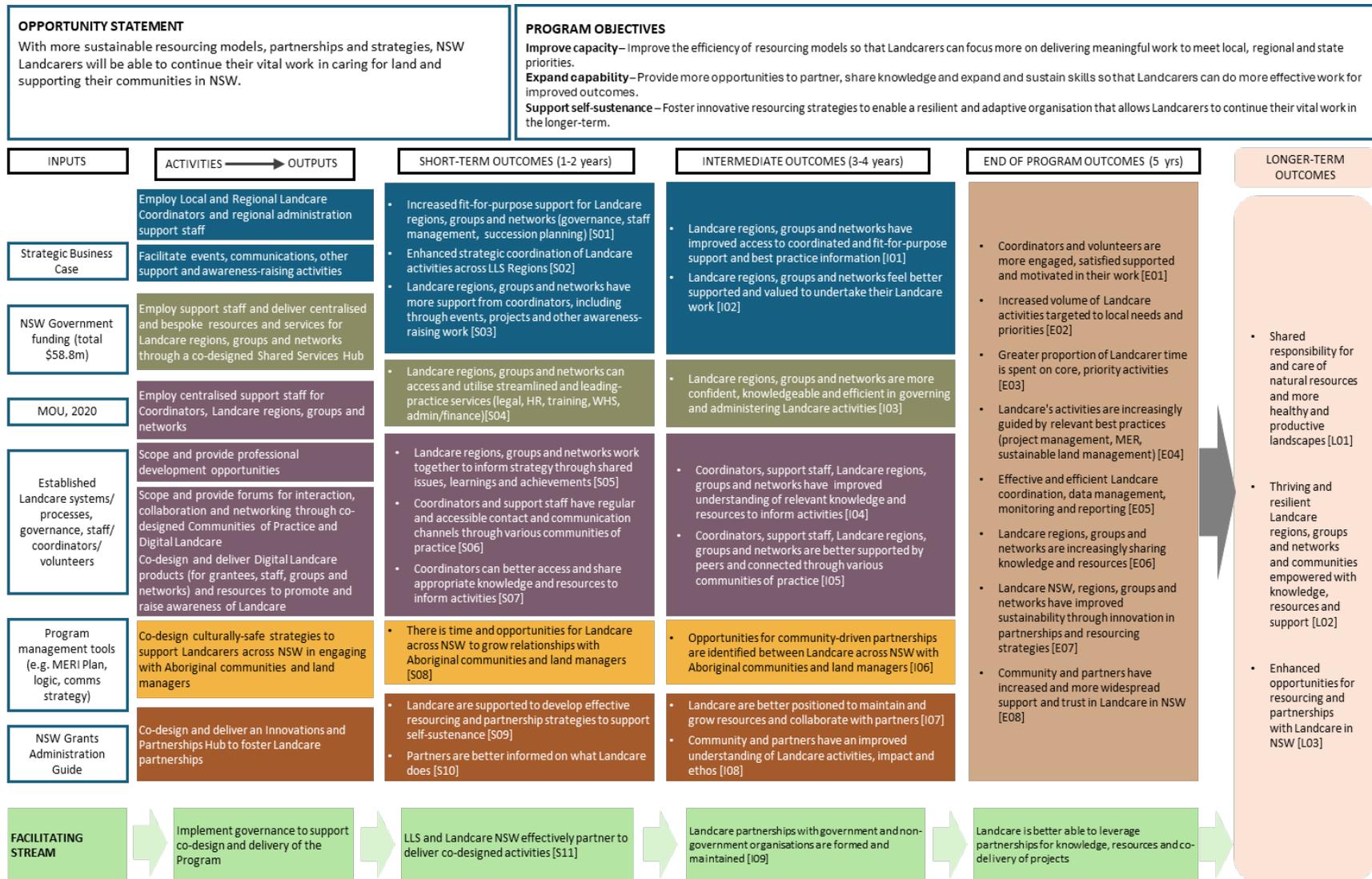


Figure 1. Program logic for the LEP<sup>5</sup>

<sup>5</sup> Program Logic prepared by the Natural Resources Commission (2025) *Landcare Enabling Program: Monitoring, Evaluation, Reporting and Improvement (MERI) Framework*.

## 2 Mid-term review approach

### 2.1 Scoping

In developing the scope of this Review, the Commission consulted with key stakeholders from LLS and Landcare NSW. These consultations highlighted recent efforts to strengthen program management and delivery since inception. Notably, a facilitated adaptive review and a rapid health check of the Program were conducted in March 2025.

During these scoping meetings, LLS and Landcare NSW advised the adaptive review and health check have identified key actions to address and mitigate program issues, informed by input from Landcare NSW, regional groups, and networks. LLS is currently implementing these actions.

LLS and Landcare NSW also advised that a key implementation gap remains in confirming available data and developing an outcomes-based monitoring process to support the Program's evidence base. This targeted Review therefore builds on:

- The Rapid Health Check of the program done by LLS in March 2025<sup>6</sup>
- An adaptive review of the LEP in March 2025,<sup>7</sup> that included a workshop and survey of key stakeholders, including:
  - Coordinators (16 responses)
  - Committee members (8 responses)
  - Landcare staff (2 responses)
  - Regional Administrative Support Officers (RASOs; 2 responses).
- Development of an overarching Monitoring, Evaluation, Reporting and Improvement (MERI) Framework delivered in early 2025.<sup>8</sup>

This Review complements the above work by targeting assessment on the extent to which outcomes can currently be demonstrated and providing guidance for addressing any gaps. Key documents and data that have supported this work include:

- The Landcare Coordinator Activity Tracker (CAT)
- Landcare NSW 6-monthly reports and associated appendices
- Raw data from the adaptive review (i.e. survey data and workshop report)
- Outputs from key activities (such as Aboriginal engagement toolkits)
- Landcare case studies.

### 2.2 Assessment approach

The Program logic and MERI Framework were used as the foundations for systematically assessing data and its availability against the expected Program outcomes. This included:

- Categorising the outcomes in the Program logic against the objectives (i.e. improve capacity, expand capability, support self-sustenance) to provide a structure for organising the short-, medium- and end-of-Program outcomes.

<sup>6</sup> Landcare (2025) *Rapid Health Check* as documented in PPMO\_HealthCheck\_Landcare\_V1.0.xlsx, internal document.

<sup>7</sup> Landcare (2025) *Adaptive Review Outcomes as documented in Underspend Fund Case for Support – Copy.docx*, internal document.

<sup>8</sup> Natural Resources Commission (2025) *Monitoring, Evaluation, Reporting & Improvement (MERI) Framework: Landcare Enabling Program*. February.

- Assessing each of the indicators identified in the MERI Framework against the available data to understand what it demonstrates.

This approach resulted in two types of finding:

- An initial finding about the achievements of the Program to date
- A finding about the quality of the data available for each outcome.

These findings are summarised across the outcomes in Section 3 and in detailed, indicator-by-indicator assessment presented in the **Supplementary Material** provided with this Review.<sup>9</sup>

## 2.3 Review limitations

Limitations and caveats that apply to this analysis are:

- Not all the performance indicators were analysed and reported in detail – the primary aim was to assess if there was a reasonable likelihood of useful data being available to demonstrate key outcomes now and in the future.
- The analysis relied on the documents provided – while there was some feedback from LLS and Landcare staff that helped identify additional documents, no interviews or other methods were used to help interpret or explore the results in further detail.
- The CAT provides useful insights into the diversity and distribution of activities for Program-level reporting and strategic planning. It isn't designed to capture every task, instead offering a representative sample that highlights trends, priorities and areas of focus. Each FTE Coordinator enters up to 10 activities per month, supporting consistency across regions and keeping reporting manageable. CAT data should therefore be viewed as an indicator of activity types rather than a full measure of outputs.
- This Review uses data only from February 2024 onwards due to improved consistency in CAT entries from this point, which limits the ability to analyse trends across the full Program period.
- Some components of the Program were still in development and early roll-out phase at the time of the Review and had been altered from the original Program design, including the Aboriginal Partnerships Grant Program and the Innovations and Partnerships Grant Program.
- There is a lack of a clear baseline definition and data – which limits the extent to which the change and impact of the program can be assessed (e.g. from previous programs or prior to Government funding). While some comparison has been done using results from the evaluation of the previous program,<sup>10</sup> further work needs to be done to clarify the appropriate 'base case' and comparative analysis (as outlined in the **Supplementary Materials** 'Economic Advice').<sup>11</sup>

<sup>9</sup> Natural Resources Commission (2025) *Landcare Enabling Program: Mid-term review - Supplementary material*.

<sup>10</sup> Allopurus Environmental (2022) *NSW Landcare Program Evaluation Report 2022: Coordination matters*.

<sup>11</sup> BDO Economics (2025) *Landcare Enabling Program Mid-term Review Economic Advice*, received 8 December, internal document.

### 3 Program outcomes review

This Mid-term Review is a targeted assessment on the extent to which Program outcomes can currently be demonstrated. To complete this review the Commission has assessed the availability of data in demonstrating each Program outcome, based on analysis of the indicators from the MERI Framework (2025).<sup>12</sup>

Within the following subsections, colour-coded ratings have been used to visualise data availability against the logic components for each of the three objectives:

Green = Good range of data, should be able to show Program impact
Yellow = Some data, may be able tell part of the story
Red = No/minimal data, there is little compelling evidence of this outcome

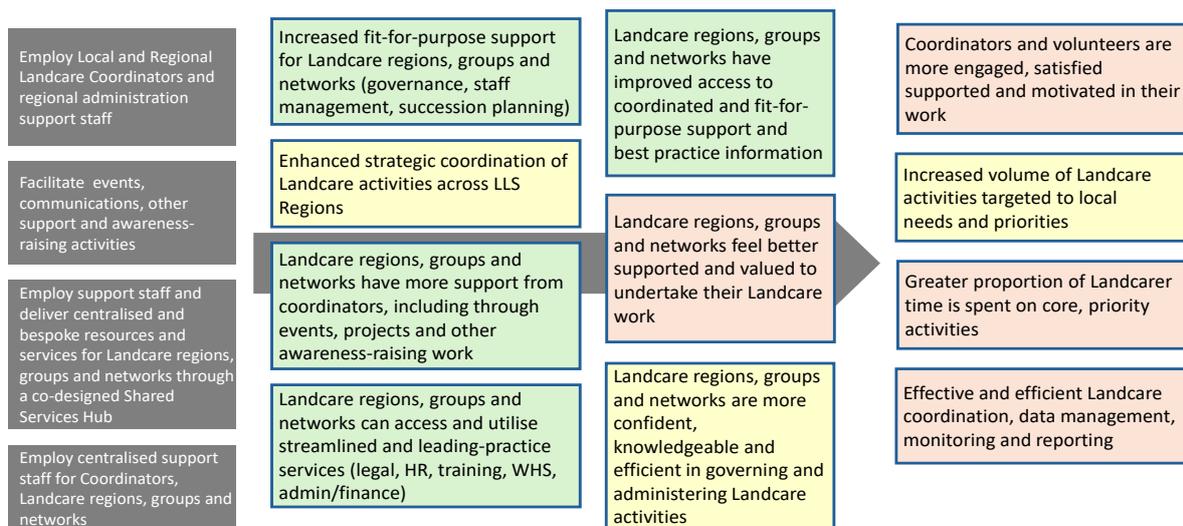
#### 3.1 Objective 1: Improved Capacity

*‘Improve the efficiency of resourcing models so that Landcarers can focus more on delivering meaningful work to meet local, regional and state priorities.’*

##### 3.1.1 Summary

Program work being done towards delivery of this objective is largely (but not solely) related to the employment of Local and Regional Landcare Coordinators and delivery of the Shared Services Hub.

This mid-term review finds that services and activities have clearly expanded through the Program. However, limited evidence is currently available to show the benefits from these increases to Landcarers. The ability for Program data to demonstrate outcomes for this objective are summarised in **Figure 2**.



**Figure 2. Excerpt of program logic showing quality of data for outcomes of ‘improved capacity’**

<sup>12</sup> Detailed results for all outcomes and indicators are provided as a supplementary to this report. See Natural Resources Commission (2025) *Landcare Enabling Program: Mid-term review - Supplementary material*.

### 3.1.2 Demonstrated outcomes

At present, Program data does enable demonstration of the following:

- The Program has **clearly provided additional levels of support to Landcare in the form of Local and Regional Coordinators and RASOs** with 16 Landcare groups and networks funded to employ (see **Table 4**):
  - 68.5 full-time-equivalent Local Landcare Coordinators
  - 11 full-time equivalent Regional Landcare Coordinators
  - 3 full-time equivalent RASOs.

*'Having two part-time positions through the Program has significantly increased our capacity. We are fortunate to have two staff with different training and experience which is further increasing our reach.'*<sup>13'</sup> – Landcare committee member

**Table 3. Number of organisations funded to employ Local and/or Regional Landcare Coordinators or RASOs, 2024-25<sup>14</sup>**

LLS Region	# funded organisations	Local Landcare Coordinators funded (FTE)	Regional Landcare Coordinators funded (FTE)	RASOs funded (FTE)	Total funds approved
Central Tablelands	1	5.25	1	0.5	\$2,874,151
Central West	1	6.25	1	0.5	\$3,291,396
Greater Sydney	1	6.75	1	0	\$3,311,777
Hunter	2	5.75	1	0	\$2,894,532
Murray	5	5.75	1	0	\$2,894,532
North Coast	1	8.5	1	0	\$4,041,955
North West	1	6.75	1	0	\$3,311,777
Northern Tablelands	1	4.75	1	0.5	\$2,665,529
Riverina	1	5.25	1	0.5	\$2,874,151
South East	1	7	1	0.5	\$3,604,329
Western	1	6.5	1	0.5	\$3,395,707
<b>Total</b>	<b>16</b>	<b>68.5</b>	<b>11</b>	<b>3</b>	<b>\$35,159,835</b>

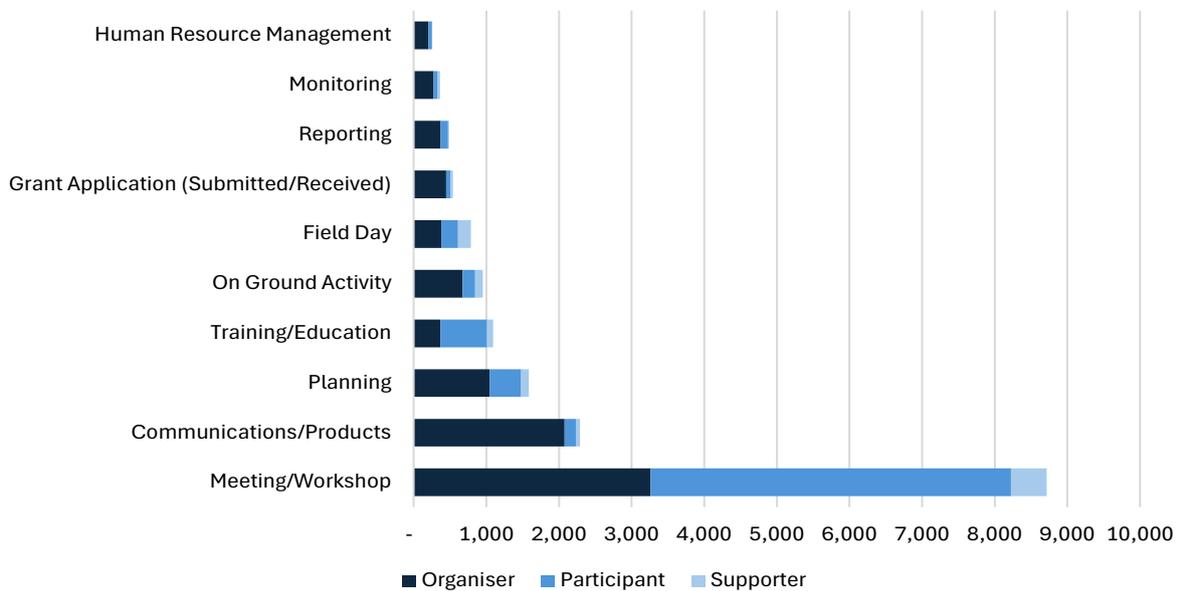
- The Program has enabled a broad range of support by providing core **shared services** including:
  - On-call external HR support and advice
  - An Employee Assistance Program
  - 16 Human Resources templates and induction packages
  - Legal fact-sheets and templates
  - Training on administration and governance
  - Shared IT subscriptions.
- **There is significant activity happening because of these Coordinators.** Between January 2024 and June 2025, CAT records show Coordinators either organised,

<sup>13</sup> Landcare (2025) *Adaptive Review, Survey response*, internal document.

<sup>14</sup> Local Land Services (2025) *LEP Phase 1 Financial Reporting & Evidence Register\_DRAFT V0.1.xlsx*, internal document.

participated in or supported over 17,000 recorded activities (see **Figure 3**). Key findings include:

- The most common activity was organising or participating in meetings/workshops including one-off meetings with groups they were supporting, committee meetings, workshops with partners, meetings to scope potential projects.
- Development of communication products and planning were also common activities.
- In terms of on-ground work with groups, Coordinators reported organising:
  - 366 training activities
  - 672 activities such as planting, maintenance, pest control, etc.
  - 378 field days
- Coordinators logged 455 activities relating to planning, preparation and submission/award of grants with around \$3.9m in grant funding being secured.



**Figure 3. Number of activities Coordinators have organised, supported or participated in, January 2024-June 2025<sup>15</sup>**

### 3.1.3 Data limitations

Current data limitations that exist for this Program outcome are in **making robust comparisons through time to demonstrate how Coordinators and other support roles have increased Landcare’s level of activity and what this support means for Landcarers.**

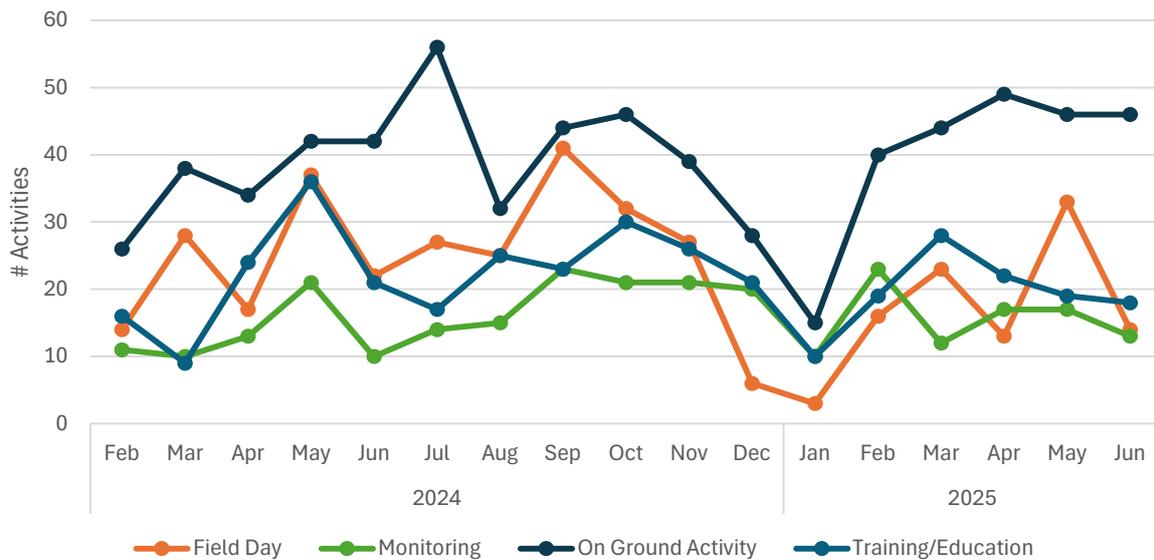
Key issues include:

- There is, as yet, no clear trend of change across the timeframe of the Program, either in terms of the number of activities being logged (see **Figure 4**) or the amount of volunteer time being mobilised (see **Figure 5**). Records in CAT have known limitations, providing only a representative sample of all activities, making it difficult to discern these trends.

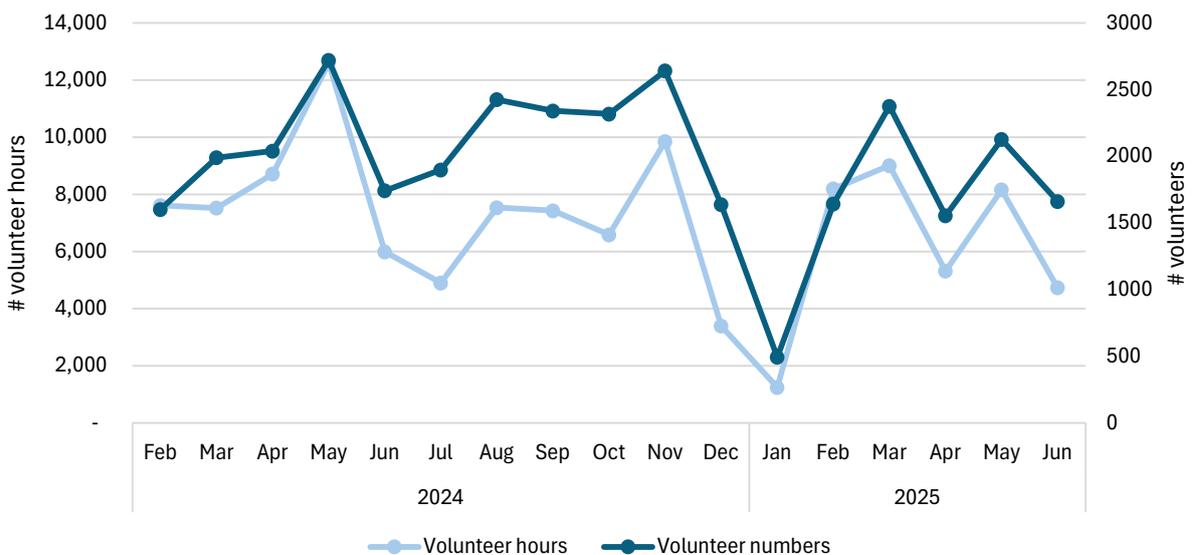
<sup>15</sup> CAT data reflects only a representative sample of Program activities. Figure is based on CAT data from January 2024 to June 2025.

- While there is some data available from the previous Landcare support program and evaluation (see **Figure 6**), this data needs to be explored further by LLS and Landcare NSW to make sure that there is an appropriate ‘base case’ for comparison.
- There is minimal direct or systematic evidence of whether this is making groups feel more supported or motivated or whether it is enabling them to spend their time more effectively on meaningful outcomes-focused work. There are some case studies that infer improved support and/or motivation but it is often not clearly linked to the Program and it is not consistently collected across groups.

This lack of comparative data and comprehensive feedback on the ‘change’ in activities and their outcomes is an evidence gap and opportunity for near term resolution.



**Figure 4. Number of activities Coordinators have organised, 2024-25<sup>16</sup>**



**Figure 5. Trend in volunteer numbers and hours across all recorded activities, 2024-25**

<sup>16</sup> A small amount of data is available from earlier but consistent use of the CAT does not appear to start until February 2024.

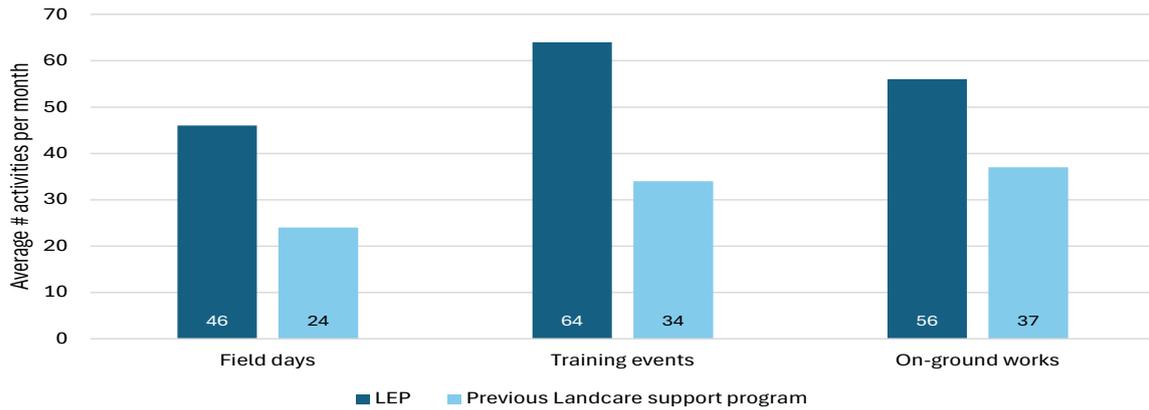


Figure 6. Number of recorded activities during the current and previous Programs<sup>17</sup>

### 3.2 Objective 2: Expanded capability

*‘Provide more opportunities to partner, share knowledge and expand and sustain skills so that Landcarers can do more effective work for improved outcomes.’*

#### 3.2.1 Summary

There is a range of good evidence of the substantial work being done under this objective. This largely (but not solely) relates to providing centralised support and professional development to Coordinators, running communities of practice, enhancing the digital resources available to groups and supporting engagement with Aboriginal partners.

The Review has identified that Coordinator capability and Aboriginal partnerships have strengthened through the Program, however, clear evidence of on-ground practice change is currently limited. The ability for Program data to demonstrate outcomes for this objective are summarised in **Figure 7**.

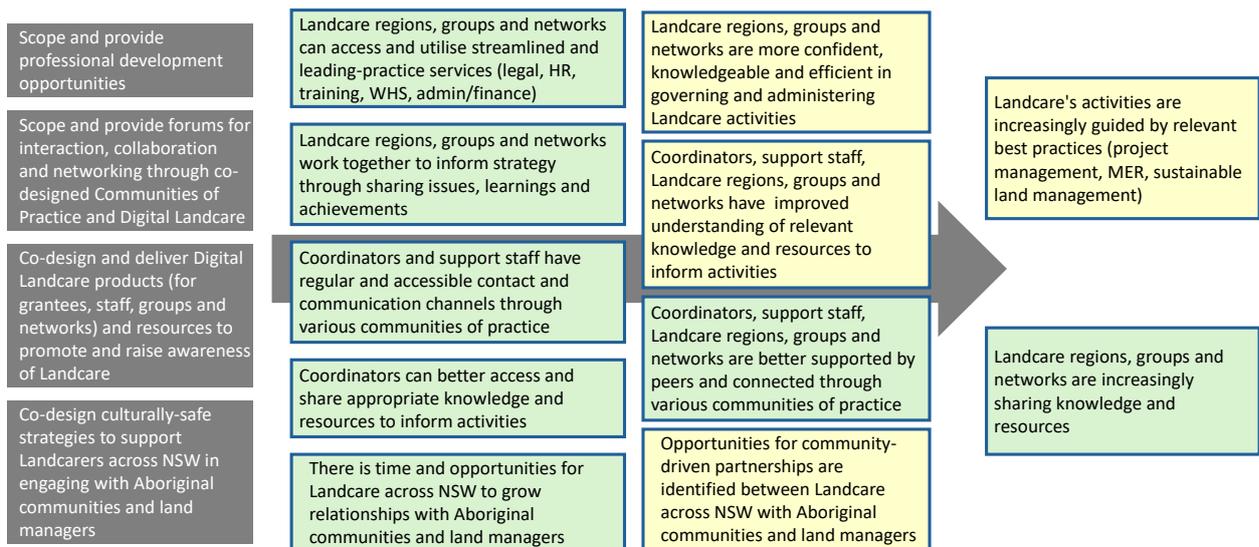


Figure 7. Excerpt of program logic showing quality of data for outcomes of ‘expanded capability’.

<sup>17</sup> Sources: NSW Landcare (2022) *NSW Landcare Program Evaluation Report 2022: Coordination matters*; Allopurus Environmental (2025) *Coordinator Activity Tracker (CAT)*. Note: data has been standardised to a monthly figure to promote more direct comparison and there may be other factors that need to be considered in making this comparison (e.g. the approach to CAT use by coordinators).

### 3.2.2 Demonstrated outcomes

At present, Program data does enable demonstration of the following:

- **Effective centralised support and significant opportunities for building the capability and skills of Local and Regional Coordinators**, including:
  - Development and implementation of eight content-specific Communities of Practice (CoPs) (see **Table 6**)
  - 87 other workshops, gatherings and networking events to build networks and capability (see **Table 7**).
- Feedback from this work appears to be positive based on the sample of CoP surveys and other feedback available. For example, one Coordinator noted:
 

*'[I am] positive, grateful for the time. I have learnt so much in a short time and will learn more.'*<sup>18</sup> Landcare Coordinator

*'[The] increase in funding for the Coordinator role has enabled an increase in our capacity to support our volunteer Landcare groups and landholders in our region. This has already resulted in the formation of 3 x new local Landcare groups in our network area.'*<sup>19</sup> Landcare committee member

**Table 4. Number and participants for content-specific Communities of Practice, Jan-Jun 2025<sup>20</sup>**

Content-specific Community of Practice	# events	Total participants
Mapping and Landcare	6	48
Young People and Inclusion in Landcare	4	20
Leveraging Self-Sustenance	5	50
Leadership in Landcare	3	15
Communications in Landcare	2	6
RLC	3	36
Nurseries	4	48
Weaving Knowledge – Aboriginal Partnerships	1	TBC
<b>Total</b>	<b>28</b>	<b>223*</b>

\*The number of 'Weaving Knowledge' Program participants are yet to be confirmed.

**Table 5. Number and participants for other events that help groups to network, collaborate or learn with each other, Jan-Jun 2025<sup>21</sup>**

Type of event	# events	Total participants
Gatherings and regular meetings	7	180
Design and partnership-development workshops	44	132
Lunch and Learns	15	243
Other	21	159
<b>Total</b>	<b>87</b>	<b>714</b>

<sup>18</sup> Landcare (2025) *Adaptive Review, Survey response*, internal document.

<sup>19</sup> Landcare (2025) *Adaptive Review, Survey response*, internal document.

<sup>20</sup> As reported January-June 2025: Landcare (2025) *LEP Reporting-COP Information (1).pdf*, internal document. Note: this report captures all the content-specific COPs that had been run to that point.

<sup>21</sup> As reported January-June 2025: *LEP Reporting-COP Information (1).pdf*, internal document.

- **Coordinators are demonstrably working to enhance the knowledge, skills and practices of Landcare groups.** There are some examples in the case studies that highlight the capability building that Coordinators are doing with Landcarers, including running training workshops, organising site visits and by developing other communications, tools and resources.

*'It has impacted our relationships internally by creating an atmosphere of mutual respect and transparency. Most importantly the organisation now feels like a safe place for our team, and this is mirrored in all our dealings.'*<sup>22</sup>

- **There is a specific stream of work focusing on improving Landcare groups' capabilities in working with Aboriginal partners.** This includes the development of toolkits, consultation on challenges and opportunities, and training and knowledge sharing among groups. Some of the key data in the CAT shows (see **Table 6**):
  - More than 700 logged activities have involved Aboriginal partners
  - Partnerships were most common for grant applications, training/education sessions and field days (15-17 percent of logged activities involved Aboriginal partners).

### 3.2.3 Data limitations

It is not clear in the CAT data what partnerships are 'new' and/or what existing partnerships may have been strengthened under the Program. A substantial further investment is about to be made here through the *Aboriginal Partnership Grant Program* which is expected to lead to more tangible and widespread examples of Landcare groups improving their skills, practices and partnerships in this area.

**Table 6. Number and percentage of activities involving Aboriginal Partners**<sup>23</sup>

Activity	# involving Aboriginal partners	% involving Aboriginal partners
Grant Application	71	17%
Training/Education	56	16%
Field Day	55	15%
Meeting/Workshop	328	10%
Planning	74	7%
On Ground Activity	49	7%
Reporting	19	6%
Communications/Products	63	3%
Monitoring	6	2%
<b>Total</b>	<b>721</b>	<b>83%</b>

**While the story of support is clear, it is harder (at this stage) to demonstrate how this support and activity is flowing through to improved on-ground practice.** While there are good examples of the work being done with Landcarers (e.g. training courses, field days), there are few examples clearly demonstrating how this is translating into on-ground practice change – either among individual landholders or among the practices of Landcare groups. **This is a key gap in terms of demonstrating how Landcarers are contributing to the objective – 'more effective work for improved outcomes.'**

<sup>22</sup> Landcare (2025) Case Study: [Co-design – An Unexpected Evolution for Western Landcare NSW](#).

<sup>23</sup> As captured in the CAT. Note: this is for activities organised by Coordinators and does not include records where partnerships were indicated to be 'not applicable.'

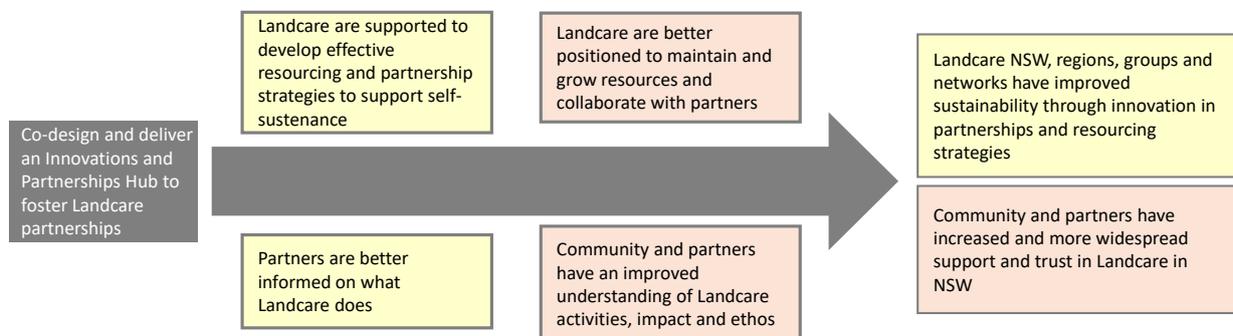
### 3.3 Objective 3: Support for self-sustenance

*‘Foster innovative resourcing strategies to enable a resilient and adaptive organisation that allows Landcarers to continue their vital work in the longer-term.’*

#### 3.3.1 Summary

The work being done towards this objective has shifted since the Program was first designed. In place of the original *Innovation and Partnership Hub*, Landcare has done some organisational-level work to explore partnerships and revenue streams. A grant program is also about to be delivered to support groups and networks to do similar work.

The Review has found that minimal evidence exists to date demonstrating innovation or expansion of Landcare’s partnerships or resourcing. The ability for Program data to demonstrate outcomes for this objective are summarised in **Figure 8**.



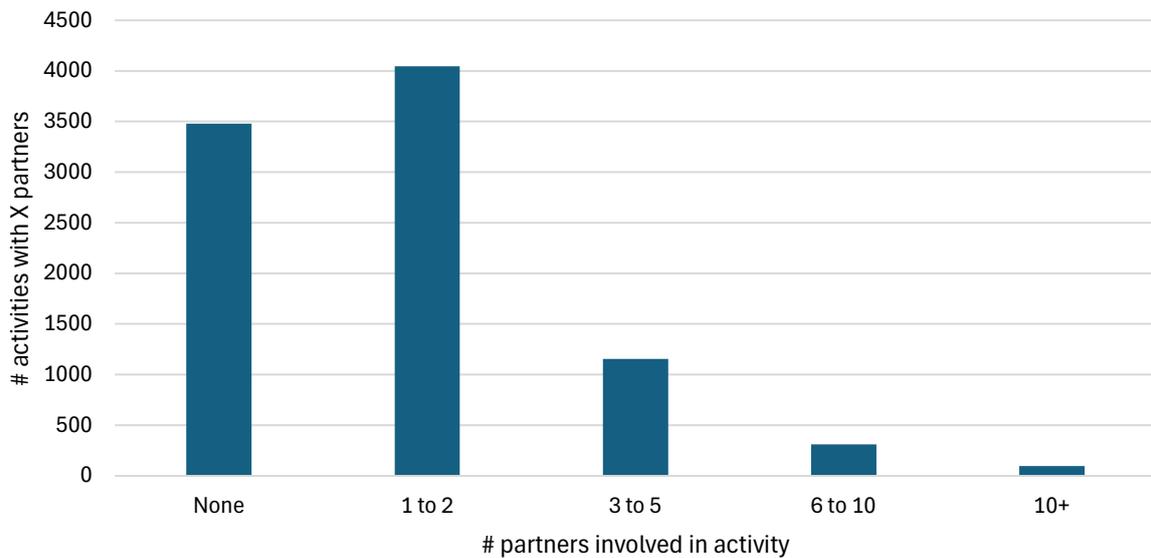
**Figure 8. Excerpt of program logic showing quality of data for outcomes of ‘self-sustenance’**

#### 3.3.2 Demonstrated outcomes

At present, Program data does enable demonstration of the following:

- **Landcare NSW have done some initial work to strengthen governance, explore strategic partnerships and identify new sources of funding, including:**
  - A governance and strategy review of Landcare NSW
  - Formation of an internal working group, the ‘*Self-Sustenance Community of Practice*’
  - Consultation with other member-based organisations and a review of membership structure and categories/offerings to increase membership revenue stream
  - Exploration of partnerships/service provision arrangements with NSW Government agencies.
- **There is broadscale communication about Landcare’s work:**
  - 374 case studies (March 2025 to June 2025; noting that not all are publicly available)
  - 1,018 social media posts in the six months from July to December 2024
  - An average reach of 137 users per post
  - 10,723 followers on social media to December 2024.

- **Around \$3.9 million in grants have been secured** across over 100 applications. At least \$7.2 million in submissions were made, though the total might be as high as \$54 million – the CAT records are unclear on the sources and related funding amounts.
- There is a **substantial amount of collaboration happening among Landcare groups and between Landcare groups and other organisations**, including:
  - Around 1,800 partners (noting this is an estimate only because of CAT data limitations)
  - Of 9,090 activities reported as organised by coordinators, almost two-thirds (62 percent) had at least one partner involved (see **Figure 9**)
  - The most common partners recorded are other Landcare groups, LLS, Non-Government Organisations (NGOs) and councils (see **Table 7**).



**Figure 9. Number of partners reported to be involved in activities**

**Table 7. Top 200 partner organisations by number and times cited as partner<sup>24</sup>**

Organisation / Organisation type	# organisations of that type	# times cited as a partner
Landcare (i.e. other Landcare groups and networks)	69	2219
LLS	12	720
Council	30	583
Landcare NSW	1	377
Environmental Non-Government Organisations	13	361
Biodiversity Conservation Trust	1	196
Education	8	156
Pest management group	5	148
Farmer group	6	145

<sup>24</sup> As recorded in the CAT between October 2023 and June 2025. Partners are grouped up into types where relevant. The table also includes the number of times that partner was listed across CAT records.

Organisation / Organisation type	# organisations of that type	# times cited as a partner
Recreational	4	101
Dunecare/Rangecare	3	90
First Nations group	2	64
Department of Primary Industries and Regional Development (NSW)	2	59
Environmental Trust	1	27
Department of Climate Change, Energy, Environment and Water (NSW)	2	27
National Parks and Wildlife Service (NSW)	2	25
Rural Fire Service (NSW)	1	18
Service NSW	1	12
Water NSW	1	12
Other	36	765
<b>Total</b>	<b>200</b>	<b>6,105</b>

### 3.3.3 Data limitations

Importantly, despite the above evidence about the rate of partnering and external communication, **it is not yet possible to show what this means for Landcare's self-sustenance.**

- In most cases **it is unclear how partners have been involved**, the nature of their contributions and what constitutes a 'partnership.'
- **It is unclear how perceptions of Landcare might be changing** among current or potential partners.
- **There is minimal evidence to date of innovation or expansion of Landcare's membership, partnerships or resourcing** – noting this may change as the *Innovation and Partnerships Grant* round is delivered.

## 3.4 Contributions to longer-term outcomes

Beyond the end-of-program outcomes, the Program is also expected to contribute to three longer-term outcomes:

- Shared responsibility for, and care of, natural resources and more healthy and productive landscapes
- Thriving and resilient Landcare regions, groups and networks and communities empowered with knowledge, resources and support
- Enhanced opportunities for resourcing and partnerships with Landcare in NSW.

These longer-term outcomes are more likely to be influenced by a broad range of external factors and cannot be directly attributed as outcomes of the Program.

### 3.4.1 Demonstrated outcomes

At present, Program data does enable demonstration of the following:

- There is **some data about the on-ground contributions of the Program to natural resource management** – including **substantial areas of works, revegetation and community capability building** (see **Table 10**).

**Table 8. On-ground works by area (ha) undertaken by Landcare groups, Oct 2023-Jun 2025**

Type of on-ground works	# ha of works / influence
Pest Control	498,440 <sup>25</sup>
Improved Agricultural Practice	64,585
Maintenance/Watering/Weeding	6,741
Native Planting	797
Urban Improvement	176
Cool/Cultural burns	59
Other	1,471
<b>Total</b>	<b>572,269</b>

### 3.4.2 Data limitations

It is **unclear from current data whether the quality or outcomes of work is greater under the Program than previously**. This highlights some of the data limitations with the CAT and the need for other lines of evidence about the Program's impact.

Key issues are that:

- The area of on-ground work recorded in CAT has known limitations, providing only a sample of all activities which makes it difficult to discern any clear trends.
- A comparison with data from the evaluation of the previous Landcare support program suggests the level of on-ground activity is greater than for a comparable period previously (**Table 11**). However, when the significant contribution of one dog pest control program is excluded (because its broad-scale approach across the Western region skews the remaining data), there is a lower level of on-ground activity being reported under the current program.
- Minimal data is available on how Landcare groups and membership is becoming more sustainable** through the Program (e.g. increasing participation, less turnover, more activity).
- There is **some information on the collaboration that is happening between Landcare groups and others, as well as grants** being secured by groups.
- Minimal data is available to demonstrate how funding and partnership opportunities have been enhanced or become more enduring and sustainable.**

<sup>25</sup> Includes 450,000 ha of pest dog control under one program conducted in the Western Region of NSW.

**Table 9. Area (ha) of on-ground works reported in the current and previous Landcare support program.<sup>26</sup>**

<b>Category of on-ground work</b>	<b>Current Program</b> (January 2024-June 2025, 18 months)	<b>Previous Landcare support program</b> (March 2020-October 2022, 20 months)
Area of on-ground works (excluding area of influence of agricultural improvements)	498,400 ha (57,648 ha if 450,000 ha from one pest dog control program are excluded)	169,000 ha
Area of on-ground works, including area of influence	572,269 ha	53,000,000 ha

<sup>26</sup> Sources: CAT data records, between January 2024 and June 2025, internal document; Allopurus Environmental (2022) *NSW Landcare Program Evaluation Report 2022: Coordination matters*. Note: data may include double counting and differing approaches to reporting areas of influence.

## 4 Recommendations

To better demonstrate ongoing Program achievements, there are a range of recommended actions to improve data collection so it can better test and evidence outcomes in the coming years. These are outlined in **Table 12** and are organised in terms of:

- **High Priorities** – actions that are necessary to provide a reasonable dataset for demonstrating the key outcomes of the Program.
- **Medium Priorities** – secondary actions that the Commission considers high value (in terms of demonstrating the outcomes of the program) and relatively cost-effective to implement.

The Commission notes that the targeted scope of this Review has meant that all potential data sources may not have been identified or made available for analysis. The process has, however, highlighted areas where data should be collated and reviewed, particularly before the final evaluation. As a result of this Review, LLS and Landcare should consider:

- Identifying any areas for MERI improvement in Program management
- Opportunities to align with existing reporting requirements (e.g. 'Smarty Grants' reporting)
- Gathering and making accessible any data that could strengthen the demonstration of Program outcomes and support the final evaluation.

Table 10. Mid-term Review MER Recommendations

Recommendations	Rationale	Description
<b>High Priorities</b>		
<b>1. Develop and deliver a Coordinator survey</b>	There are a broad range of key insights on how the Program is working to support Landcare groups that need to be captured directly. This includes insights on the level of activity over time, group resilience, new groups, volunteer motivation, changes to how partnerships are being formed.	<p>The Coordinator survey should:</p> <ul style="list-style-type: none"> <li>▪ Be developed by March 2026</li> <li>▪ Be mandatory for funded roles to complete</li> <li>▪ Repeated towards the end of the program to inform the final evaluation</li> <li>▪ Based on the needs outlined in this report and the MERI and Coordinator surveys used in previous iterations of the program to support comparison.</li> </ul> <p>A prioritised set of proposed survey questions will be provided by the Commission as part of the Review <b>Supplementary Materials</b> – these can be amended as required by LLS and Landcare NSW.</p>
<b>2. Improve the case study process</b>	<p>There are a lot of case studies being produced although they have key limitations:</p> <ul style="list-style-type: none"> <li>▪ They have at least two audiences (externally, demonstrating Landcare’s work; and internally, providing advice to other groups) and no clear objective for each.</li> <li>▪ From an evaluation perspective, they do not make a clear and explicit link to the Program outcomes. For example, they rarely point to improvements in outcomes – i.e. they tend to focus on work being done with groups, without taking the next step to describe the impact of the work.</li> </ul> <p>Despite these limitations, case</p>	<p>LLS and Landcare should refine the case study process so that it is more useful to evaluation of the Program and, potentially, to the broader work of Landcare. Key tasks here are:</p> <ul style="list-style-type: none"> <li>▪ Clarify the objectives and audience of the mandatory case studies requested from Coordinators. Consider the following three categories: <ul style="list-style-type: none"> <li>- Promotional objective to government audience, potential investors and broader public</li> <li>- Capability-building for internal Landcare audience</li> </ul> </li> <li>▪ Evaluative/outcome-based objective for final evaluation and its audience. Refine case study guidance for Coordinators including clarifying how the content of case studies should be tailored for each audience and how to make more explicit links between funding/support/resources and the key outcomes for groups and their work across the three objectives.</li> <li>▪ Further consider: <ul style="list-style-type: none"> <li>- Refining the process to focus on fewer case studies that are of higher quality and more substantial than the case studies being developed at present (i.e. around 3-4 pages), including quotes from Landcarers, data from on-ground works, partner feedback, and other direct evidence as is relevant.</li> </ul> </li> </ul>

	<p>studies are a potentially rich source of evidence for illustrating a variety of outcomes of the Program, particularly given the difficulties in quantitatively demonstrating many of the ‘enabling’ features of the Program.</p>	<ul style="list-style-type: none"> <li>- Including 1-2 case studies that provide clear examples of biophysical outcomes (e.g. changes to vegetation, improvements in production, etc.) to illustrate the ultimate outcomes of Landcare’s work and the Program.</li> <li>- Allocating resources at a Program-level to have a skilled staff member or contractor do around 6-10 case studies specifically designed to illustrate the work and impact of the Program. Resourcing should be sufficient for a staff member/contractor to visit selected Landcare groups to collect this data.</li> </ul>
<p><b>3. Strengthen Landcare data collection and reporting on self-sufficiency</b></p>	<p>There is minimal concrete evidence of progress towards self-sufficiency for Landcare NSW and its networks.</p> <p>Some of the key outcomes of the Program relate to the strength and resilience of Landcare and its groups, regions and networks across NSW. Data to support these outcomes is currently missing from monitoring data and it is unclear what level of detail may be available from Landcare NSW.</p>	<p>The LLS and Landcare program teams should work together to catalogue what data is available about Landcare that can be used to demonstrating the outcomes of the Program, including:</p> <ul style="list-style-type: none"> <li>▪ # groups, networks etc.</li> <li>▪ # volunteers in each group/group size</li> <li>▪ Data on whether groups have regional/strategic plans or similar</li> <li>▪ Data from recent governance assessments/reviews or similar</li> <li>▪ Data about groups’ activities under the Program including grants/funding: <ul style="list-style-type: none"> <li>- The proportion of Landcare NSW funding from government and non-government sources (including grants, philanthropy, corporate sponsorship, and membership)</li> <li>- The value and sources of in-kind support and volunteer time leveraged</li> <li>- The financial nature of partnerships (identifying which are contributing funds or resources, and which are non-financial collaborations)</li> <li>- The impact of staffing changes (e.g. shift to full-time positions) on financial sustainability.</li> </ul> </li> <li>▪ Any data on the above indicators available over time.</li> </ul>
<p><b>4. Survey Landcare groups involved in the Program</b></p>	<p>Landcare members are a critical part of the Program. Their feedback is essential to understanding how the Program has influenced a range of aspects of their group/network, including:</p>	<p>An online survey emailed to Landcare members is likely to be the most straightforward way of getting this feedback.</p> <p>Guidance on questions will be provided by the Commission as part of the Review <b>Supplementary Materials</b> and can be amended as required.</p> <p>The survey should be done along a similar timeline to the Coordinator Survey (i.e. early 2026 and early 2027).</p>

- Engagement, satisfaction and support
- Level of on-ground/meaningful work
- Whether there has been a reduction in administrative burden on volunteers
- Changes to group membership.

#### 5. Refine and improve consistency and quality Coordinator Activity Tracker (CAT) data

The CAT contains a wealth of data that reflects a representative sample of monthly activities. The 'change' in activities from the base case and their outcomes is an evidence gap and opportunity for near term resolution.

It also has a range of challenges. The data used for this Review contains:

- Inconsistencies in naming
- Inconsistencies in levels of use/reporting by Coordinators
- Errors and duplicate records (particularly with respect to estimates of volunteer hours or attendance at large events)
- Large amounts of open-text data that is unlikely to be used effectively.

*Note: many of these data quality issues have been addressed in a recent update of the CAT by the Program team. This should provide substantial benefits for the final evaluation, noting*

The CAT is not intended to record every task, offering instead a representative snapshot of Coordinator activities. Each FTE Coordinator enters up to 10 activities a month, which keeps reporting consistent and manageable while still highlighting key trends and priorities. However, if more than 10 activities occur, records of the total number should be captured so overall activity volumes can be understood and used when assessing trends or changes against the base case. Options to enable capture of total activities include:

- Adding a simple "total activities this month" field in the CAT
- Undertaking occasional "full activity capture months" in CAT
- Adding questions to Coordinator surveys to approximate total monthly activity volume (see **Supplementary Material – Surveys**)
- Extrapolating activity totals from regions with the most reliable or detailed CAT entries.

Guidance materials to support CAT data collection should be updated where relevant and to align with above to better specify the requirements and ensure representative data is being collected.

Prioritisation of where additional notes are captured (i.e. 'Description of activity') should also occur to improve understanding the activities. However, given the volume of records expected over the remainder of the Program we suggest it is used selectively. It is likely to be too large a dataset to analyse effectively if every activity is described. Instead, Coordinators could be encouraged to use this field to explain key activities where they have had an important outcome and impact. This might help address some of the feedback from Coordinators that simply reporting a 'meeting' is not describing how they are actually helping groups address difficult

	<p><i>there are some further refinements that should be considered.</i></p>	<p>challenges and creates an unnecessary burden.<sup>27</sup></p> <p>It will also be important to clarify how partnerships are recorded for the Program such as:</p> <ul style="list-style-type: none"> <li>▪ Specifying what constitutes a ‘partner’ as opposed to another stakeholder</li> <li>▪ Separating out the partnership data in the CAT so it can be explored in more detail</li> <li>▪ Using a separate data collection method to collate data on the partners that each Coordinator has worked with. This could be a spreadsheet that asks Coordinators to rate whether the partnership is (1) ‘new’, (2) ‘ongoing’ or (3) has been ‘strengthened’ and, specifically, what different types of value the partnership has brought to Landcare’s work (1) ‘in-kind’ (estimated \$ value or qualitative description), and/or (2) ‘monetary value (\$ value)’. This should also draw on the targeted partner survey/interviews below if available.</li> <li>▪ Clarifying how professional development is recorded so that there is a clear measure of work done by Coordinators to improve their own capabilities as compared to training they deliver to improve the capability of their groups.</li> <li>▪ Considering funding for data cleaning so that the CAT records can be used effectively to demonstrate partnerships, focusing on records where numeric data is unusually large. Addressing duplication in records of partner names may not be warranted until the above improvements in tracking partnerships are implemented.</li> </ul>
<p><b>6. Confirm ‘base case’ for Program comparison</b></p>	<p>Whilst some data is available from the previous Landcare support program and evaluation, this data needs to be explored further by LLS and Landcare NSW to make sure that there is an appropriate ‘base case’ for comparison.</p>	<p>There is a lack of a clear baseline definition and data – which limits the extent to which the change and impact of the program can be assessed (e.g. from previous programs or prior to Government funding). While some comparison has been done using results from the evaluation of the previous program, further work needs to be done to clarify the appropriate ‘base case’ and comparative analysis (as outlined in the <b>Supplementary Materials ‘Economic Advice’</b>).</p>
<p><b>Medium priorities</b></p>		
<p><b>7. Survey Landcare</b></p>	<p>Collecting similar data to above from groups outside the Program</p>	<p>An online survey emailed to Landcare committee members is likely to be the most straightforward way of getting this feedback. This would likely need to tie-in with</p>

<sup>27</sup> Landcare Enabling Program Adaptive Review (2025).

<b>groups outside of the Program</b>	(i.e. that are not receiving the direct support of a Coordinator) would be useful in understanding the relative impact Coordinators have on key outcomes.	<p>the work reviewing Landcare records of groups to best understand what contacts are available.</p> <p>Questions would be similar to those noted in the above survey, adjusted to reflect the fact that these groups/members would not have the direct support of a Coordinator.</p> <p>Ideally this would be done regularly and in line with the timing suggested above (i.e. early 2026 and early 2027). However, if resourcing is not available, a single survey prior to the end of the Program would be beneficial.</p>
<b>8. Do a targeted survey /interviews with key partners/ stakeholders</b>	<p>There is currently minimal data on key partners' and other stakeholders' perspectives on Landcare. Influencing partner perspectives and creating opportunities with potential partners is a key element of the work to support self-sustenance. As such, there would be value in getting feedback from key partners about their views of Landcare and how their perceptions may have changed over the life of the Program.</p>	<p>This could be done through:</p> <ul style="list-style-type: none"> <li>▪ An online survey emailed to key partners and/or</li> <li>▪ Semi-structured interviews with key partners, which would also have the benefit of exploring and understanding partner observations in more detail – these could also be used to build on the partner survey findings.</li> </ul> <p>Data does not have to be collected from all partners. Instead, effort is best placed on partners/key stakeholders who are likely to have a good understanding of Landcare in recent years and who might be able to point to any changes. Examples include staff at the Biodiversity Conservation Trust, staff within LLS regions, recurrent community, industry and academic partners.</p>
<b>9. Review data collected by Landcare on Communities of Practice (CoPs) and other professional development</b>	<p>Reasonably good data was available in Landcare activity reporting on elements of the Program such as CoPs and other workshops. However, it was relatively cumbersome to summarise and analyse. It is unclear how this data is maintained in Landcare systems and whether a spreadsheet or similar exists.</p>	<p>Landcare NSW should review how it is monitoring key outputs of the CoPs and other professional development activities. A single consolidated spreadsheet of key activities is preferable to aid in reporting and analysis on this workstream. This would, for example, have records of each CoP/workshop, including attendance, and outcomes from any aggregate participant survey feedback.</p> <p>As part of the review, Landcare should also consider what data is available on the use of shared services. At present, the only data available was for Peninsula HR. Basic information should be available about the use of other centralised supports, particularly those that are most costly.</p>