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# STRATEGIC PLAN

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FINANCIAL YEAR 2021-2022



**Landcare**  
New South Wales



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# EXECUTIVE

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## SUMMARY

The Landcare movement in NSW is a grassroots, iconic Australian institution that works endlessly to improve the health of our environment, farms and communities, delivering well over \$500 million a year in triple bottom line benefits to NSW.

Landcare NSW is the peak body for community Landcare in NSW, representing the interests of the 60,000 Landcarers aggregated in approximately 3,000 Landcare, Bushcare, Coastcare, Dunecare, Rivercare and other 'care' groups. The Landcare community's passion, skills, knowledge, dedication and hard work has underpinned the Landcare movement's unique value proposition, which in turn provides the building blocks and impetus for Landcare NSW's continued growth and development. Because of this, I believe that Landcare NSW has an exciting future. I am pleased to present this strategy which has been built in consultation with the NSW Landcare community, through the Landcare NSW Musters, and the Landcare NSW Council, Executive Committee and staff.

This strategy is focused on the priorities of the State Body but recognises that the purpose of Landcare NSW's work is to deliver what community Landcare needs in NSW. Make no mistake - everything that is included in this strategic plan is for the benefit of the Landcare community in NSW. Landcare NSW is a strategic enabler for Landcare groups in NSW to grow and prosper, acquiring the skills and resources they need to do the work on the ground.

The strategy is about evolution, innovation, collaboration, partnerships and growth. Building on Landcare's 30 year history, heritage and track record of delivery, Landcare NSW has set out clear priorities that will help deliver more of the resources and services that the Landcare NSW members and Landcare community need to ensure a thriving future for the Landcare movement in NSW.

### This strategy will...

- Position Landcare NSW as a leading Landcare peak body in Australia.
- Ensure everything we do will be for the betterment of our members and the general Landcare community in NSW.
- Position the NSW Landcare movement to be the partner of choice for the design and delivery of local, regional and state-wide environmental, farming and community projects and programs.
- Continue to build the profile and presence of Landcare NSW and Landcare in NSW across the state and nationally to open up new opportunities for the continued growth, prosperity and sustainability of the Landcare movement in NSW.
- Provide the flexibility to allow Landcare NSW to remain agile and responsive to maximise new opportunities and respond to emerging threats.
- Continue to build on a culture of trust, transparency, collaboration and cooperation at all levels in NSW, and across Australia, to build a Landcare movement that is integrated, cohesive, cooperative, influential and impactful to achieve shared goals.

**Dr. Adrian Zammit**  
Chief Executive Officer



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# VISION & MISSION

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*Many Hands, One Voice*

## VISION

*Landcare in NSW is recognised by Governments, Corporates, Philanthropists and the general community as the most effective, impactful and influential 'go-to-vehicle' for the management of our land, environment and communities in rural and urban areas.*

## MISSION

*We will provide leadership, skills and resources to empower Landcarers in NSW to have all that they need to care for our land, environment and communities.*



*Weed Blitz 'Mother of Millions' - Coffs Harbour Regional Landcare Network*

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# OUR VALUES

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## We Believe

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.. in working collaboratively by building partnerships and strategic alliances.



## We Believe

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.. that honesty, integrity and respect are essential to maintaining a healthy culture.



## We Believe

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.. that effective leadership, flexibility, adaptability, co-design and innovation are critical in our changing environment.



## We Are Apolitical

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.. and embrace the different needs and cultures, including those of our First Nations.



## We Believe

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.. that we have clarity of purpose.



## We Acknowledge

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.. that the First Peoples are the Traditional Custodians of NSW and the original Landcarers.

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# STRATEGIC GOALS

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## SUMMARY

### STRENGTHEN OUR CAPABILITY

We will build the capacity of Landcare NSW and its member Landcare groups into a compelling, influential, financially sustainable and agile Landcare movement in NSW that continually delivers positive impact and value to funders, partners and ultimately our land, environment and communities through efficiencies, effectiveness and innovation.

### MEMBER CENTRED

Everything we do will be for the betterment and the benefit of our members. We will reinforce our member-centric approach by delivering member value, support, representation and by driving growth in membership and engagement.

### POSITION, PROFILE, PRESENCE

We will represent and actively position Landcare NSW and Landcare in NSW with government, community and media, allowing the “Landcare story” to be told, ultimately maximising our profile, our influence and our impact, and the value of our members and the value of the entire Landcare movement.

### WORKING BETTER TOGETHER

We will continue building a strong, sustainable, influential, impactful and integrated Landcare community that talks, respects each other and works, collaborates and cooperates together to achieve shared vision, values and goals.



Landcare Field Day - Keith Hyde





*Landcare Education Day - Eastern Riverina Landcare*



*Biodiversity Conservation Trust Biodiversity Day - Linda Cavanagh*

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# WHO WE ARE

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*Landcare NSW is the peak representative body of community Landcare groups in the state.*



Landcare NSW is the peak representative body of community Landcare groups in the state. With over 60,000 active Landcarers in NSW, Landcare NSW acts as the conduit between local communities and key decision makers working to ensure that local communities are supported at every level by providing leadership, advice, resources and representation for our Landcarers, enabling them to get on with the task at hand.

‘Landcare’ is a community-driven approach to sustainable natural resource management, with a focus on improving the resilience of the environment now and into the future.

Local Landcarers and Landcare groups are self-organising volunteers, who are part of regional and district networks right across NSW. As the voice of Landcare, we are responsible for bringing together and representing this diverse range of activities, issues and views.

As well as the fundamental support provided by Landcare groups and their staff and volunteers, Landcare NSW is supported by partnerships with a range of organisations and entities, including government, industry bodies, and philanthropic and corporate organisations.







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# WHAT HAS CHANGED

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## DR. ADRIAN ZAMMIT | CEO LANDCARE NSW

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Since its establishment, the heart of Landcare NSW has always been about serving its member groups and the wider Landcare community in NSW. Although this fundamental purpose will never change, Landcare NSW needs to prepare and respond to a rapidly changing and unpredictable future. This strategy is designed to prepare Landcare NSW for this uncertain future.

Moving forward, Landcare NSW needs to focus not only on building its own resources and capabilities to better serve its members and the wider Landcare community, but it must also show leadership by “looking up” and staying vigilant to detect and appropriately respond to emerging threats to Landcare in NSW.

We know that Landcare NSW and the Landcare community need to be nimble and adaptable to a rapidly changing operating and funding environment, that include shifts in government policy, priorities and perceptions. The Not for Profit sector is today a very competitive and crowded space in Australia, with over 54,000 registered charities all vying for attention and funding. Long gone are the heydays of plentiful funding for Landcare, and there is no guarantee that Landcare’s traditional funding sources will continue to exist into the future. Funding from governments, corporates, philanthropists and the general community is now very competitive, and we now expect the COVID-19 pandemic to exacerbate this lack of funding even further over the next two to three years as a result of the massive economic shock.





This Landcare NSW strategy is designed to continue building and positioning Landcare NSW and Landcare in NSW with our funders and stakeholders as a unique and compelling partner for the delivery of environmental, farming and community projects and programs on a local, regional and state level. While emerging threats will be ever-present, there are also many opportunities. I believe that it is our collective responsibility that all Landcare groups, together with Landcare NSW, need to cooperate and collaborate more, intra- and inter-regionally, to do what is needed to make the Landcare movement in NSW resilient, adaptive and able to effectively compete for funding.

If we manage to take an integrated approach, I believe that the Landcare movement in NSW has a very

*“If we manage to take an integrated approach, I believe that the Landcare movement in NSW has a very bright future.”*

bright future. Its history, heritage and track record of delivery, underpinned by a structure and culture of working together, will make the Landcare movement in NSW a very compelling partner of choice for governments, corporates and philanthropists.





## GOAL 1

# STRENGTHEN OUR CAPABILITY

*We will build the capacity of Landcare NSW and its member Landcare groups into a compelling, influential, financially sustainable and agile Landcare movement in NSW that continually delivers positive impact and value to funders, partners and ultimately our land, environment and communities through efficiencies, effectiveness and innovation.*

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## PRIORITIES

- Promote Landcare NSW and its community Landcare members as a compelling and effective environmental, sustainable land management and community grassroots movement in NSW.
- Attract and retain high quality leadership, governance and staff at all levels of the Landcare movement that continue to provide sufficient capacity, knowledge and expertise for supporting and empowering Landcare NSW Executive Committee, Council, members and volunteers.
- Ensure strong, sustainable and diversified funding streams to support Landcare NSW and its member groups.

## SUCCESS FACTORS

- All host organisations of the NSW Landcare Program are supportive of the need to gather data and stories, and understand that the prioritisation of the gathering and transmission of timely data and stories is essential to Landcare NSW being able to showcase the value and impact of the Landcare movement in NSW.
- By 2022, Landcare NSW gets commitment from the NSW State Government and the Opposition for the continuation of support for the NSW Landcare Program by providing adequate funding (>\$35 million) for a further four years (2023-2027).
- Landcare NSW is successful in creating and winning a 4-year, \$20 million Landcare Natural Disaster Recovery and Preparedness Program.
- Landcare NSW revenues, as well as retained funds, grow year-on-year by 20%.
- Landcare NSW's diversification of funding is increased by 20% year-on-year.
- Greater than 75% of Landcare NSW's revenue goes to our Landcare members.
- Landcare NSW's partnerships with existing government agencies and Not for Profit organisations are strong and providing significant value to Landcare NSW and its membership.
- Landcare NSW Staff turnover is less than 20% per year, and staff engagement rating is greater than 85%.



- Ensure that Landcare NSW and Landcare in NSW are relevant to the current needs of community and its funders.
- Adopt a “social heart, business mind” approach at all levels of Landcare NSW (Governance, Operations, Fundraising, Marketing / Communications, Program / Project management and delivery, Stakeholder Relationship and Representation). Encourage and showcase the benefits of this approach to the Landcare membership.
- Ensure innovation, knowledge and technology is harnessed throughout Landcare NSW and its member groups.



Landcare NSW Council - 2019 State Conference and Muster, Broken Hill



Squirrel Glider LAMP Project – Lou Bull

- Landcare NSW increases the number of partnerships with Government agencies, Corporates and Not for Profit organisations, and the new partnerships will provide positive impact to Landcare NSW and its membership.
- Landcare NSW and its membership acknowledge, accept and endorse that for the delivery of partnership programs, as well as for other key activities (e.g. branding, positioning, basic code of conduct) success requires all entities (Landcare NSW and member groups) adopt a “we are one united team” mindset.
- Landcare NSW receipts from direct donations will increase by 50% year-on-year.
- Landcare NSW receipts from corporate sponsorships (in cash or in-kind) will increase by 50% year-on-year.
- Landcare NSW growth of revenue from philanthropy and grants increases year-on-year by 50%.
- All Landcare NSW delivered programs and projects (e.g. NSW Landcare Program, Biodiversity Conservation Trust, Department of Planning, Industry and Environment 1 Million Trees) are delivered on time, on budget, and with a client satisfaction rating of >85%.
- Landcare NSW’s Executive Committee will be transitioned to a Board of Directors. Annual performance reviews and professional development and training programs will be developed for the Directors in consultation with the Chair.
- The Landcare NSW Board of Directors and Council has the skills, culture, mind-set and diversity that facilitate Landcare NSW to continue to grow in impact and effectiveness.



## GOAL 2

# MEMBER CENTRED

*Everything we do will be for the betterment and the benefit of our members. We will reinforce our member-centric approach by delivering member value, support, representation and by driving growth in membership and engagement.*

## PRIORITIES

- Roll-out new membership program to increase the recruitment of each category of members. Focus on enhanced retention through a targeted and resourced membership program.
- By engaging and listening to our members and understanding their expectations, we will continue to strengthen our role as the Landcare peak body in NSW, enhancing our relevance to the NSW Landcare community.
- We will work with our Landcare community to improve existing and develop new member services that cater for the needs of the Landcare community.
- We will continue to provide and enhance our strategic support to our members by representing them with key funders including all levels of government, corporates, philanthropists and the general community.

## SUCCESS FACTORS

- The new membership program is delivering value to both Landcare NSW and its membership. (a) The number of incorporated Landcare group members is increased by 50% over that in January 2020 (b) the number of new members in the new member categories is increased by 50% year-on-year (c) loss of existing members from each member category is less than 5% per year (c) levels of satisfaction in the quality of member/ services management is high (NPS > 75%) (d) two new member services are created per year.
  - The membership program is reviewed in 2022 in consultation with Landcare NSW Board and Council, and improved where necessary.
  - All member benefits, including the Landcare NSW insurance program, will be reviewed once a year and changes made as necessary.
  - 10% of all member Landcare groups identify themselves as Aboriginal.
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- We will assist, encourage and recognise members with the work that they do at the regional and local level.
  - We will engage, assist and encourage the Aboriginal people of NSW to embrace the shared values of the Landcare movement, and Landcare NSW.







## GOAL 3

# POSITION, PROFILE & PRESENCE

*We will represent and actively position Landcare NSW and Landcare in NSW within government, community and media, allowing the “Landcare story” to be told, ultimately maximising our profile, our influence and our impact, and the value of our members and the value of the entire Landcare movement.*

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## PRIORITIES

- Protect, manage and promote the Landcare NSW and Landcare brand to drive internal and external support.
- Enhance our relationship, recognition and visibility with all levels of government, corporates, philanthropists and the general community.
- Reinforce the position of Landcare NSW and its member Landcare community as the most effective, influential and impactful grassroots movement in NSW, and more broadly, in Australia.

## SUCCESS FACTORS

- The membership of the Parliamentary Friends of Landcare increases by 15% year-on-year.
- Landcare NSW social media (Facebook, LinkedIn, Instagram, Twitter, website) reach by Landcare NSW increases by 33% year-on-year.
- The readership of Landcare NSW e-newsletter increases year-on-year by 25%.
- Awareness of Landcare and a good understanding of its purposes and activities increases by 25% year-on-year.
- Landcare NSW actively engages with Government Ministers, Members of Parliament and senior departmental officials and successfully influences in favour of the Landcare movement. Survey feedback shows that >85% of key government stakeholders indicate that Landcare NSW is doing an excellent job in promoting the value of Landcare with State Government.
- Landcare NSW successfully engages with the traditional media to promote the interests of Landcare. The number of Landcare NSW print articles and radio interviews increases by 50% year-on-year.
- Landcare NSW CEO or delegate visits every Landcare region at least once every 18 months.
- Landcare NSW CEO or delegate has video/ teleconferences with regional Landcare Group leaders and key staff at least every two months.



- Landcare NSW and its members are acknowledged within all levels of government as a professional volunteer service for natural disaster (bush fire, drought, floods) recovery and resilience building.
- Landcare NSW's reputation and profile is extended as the partner of choice for the successful and efficient delivery of government services pertaining to environmental protection, sustainable agriculture and community well-being.

- The Regional Landcare Coordinators are an effective conduit of information between Landcare Groups and Landcare NSW. The CEO or delegate is involved in RLC meetings at least six times per year.
- Landcare NSW and its member Landcare groups agree and endorse a basic code of conduct that minimises the risk of brand damage through social media or other.
- Landcare NSW and its member groups agree on a Landcare "tag line" and elevator pitch that will be used by Landcarers when engaged in external facing marketing and communications.



Representative Hunter Region Landcare, Les Pearson and, Member for Newcastle, Jim Colquhoun MP - Landcare



## GOAL 4

# WORKING BETTER TOGETHER

*We will continue building a strong, sustainable, influential, impactful and integrated Landcare community that talks, respects each other and works, collaborates and cooperates together to achieve shared vision, values and goals.*

## PRIORITIES

- The roles, responsibilities and accountabilities of the National Landcare Network or its successor, Landcare NSW, Regional Landcare groups, Local Landcare groups and individual Landcarers are understood by all to create a holistic, cooperative, collaborative and more effective Landcare movement in NSW and Australia.
- Effective and honest communication and feedback between all levels of the Landcare movement in NSW and Australia.
- Enable an effective leadership culture to lead the Landcare movement in NSW and Australia now and future proof our movement moving forward.
- Identify and utilise the knowledge, skills and expertise of the membership.

## SUCCESS FACTORS

- Landcare NSW will create, host and manage a database that identifies the expertise existing within the NSW Landcare community. This database will be available to all Landcare NSW members.
- Greater than 75% of Landcare group members understand the structure of the Landcare movement in NSW and Australia, and have an adequate understanding of the opportunities and threats facing the Landcare movement at a state and federal level.
- Greater than 90% of Landcare member groups understand the functions of Landcare NSW and the benefits offered to them by Landcare NSW.
- Greater than 90% of Landcare member groups agree that Landcare NSW successfully represents them at a state level.
- Further discussions are held at the Landcare NSW Executive Committee and Council levels, a workshop is held in 2021, with a follow-up in 2022 (if required) with the Landcare NSW membership to discuss the strategic need (or not) of the Landcare movement operating in a more integrated, cooperative and coordinated manner to increase its competitiveness and impact.
- Landcare NSW has the core funding it needs to provide a professional state Landcare support service for its members.



- Facilitate the sharing of information and best practice across all levels of the Landcare movement in NSW and Australia.
- We will learn and recognise the strengths and weaknesses of our Landcare communities to foster increased resilience, adaptability and social capital in the Landcare movement.
- We will adapt Landcare NSW's corporate structure, governance and constitution to allow for Landcare NSW's continued growth, development and effectiveness in its ability to reach its strategic objectives.

- Landcare NSW is a powerful and effective influencer and participant in building a strong, effective, influential and impactful National Landcare Peak Body.
- Landcare NSW's corporate structure is reviewed annually and amendments are made as necessary.
- Landcare NSW has developed strategic alliances or partnerships with key farm and environmental sector bodies in NSW.
- Landcare NSW and Landcare in NSW generally have the support from universities and NSW state research bodies.



*'The Painted Snipe and Bittern Field Day' - Erika Heffer*





# Landcare

## New South Wales

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