

LACHLANDCARE INCORPORATED STRATEGIC PLAN 2015- 2017

Our **Purpose** is to maintain resilient landscapes and communities in the Lachlan catchment

We will do this by...

1. **Leading and influencing**
2. **Partnerships and facilitation of investment in eco-system services**
3. **Building a robust organisation**
4. **Brand awareness and promotion**



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Purpose and Principles

Our Purpose

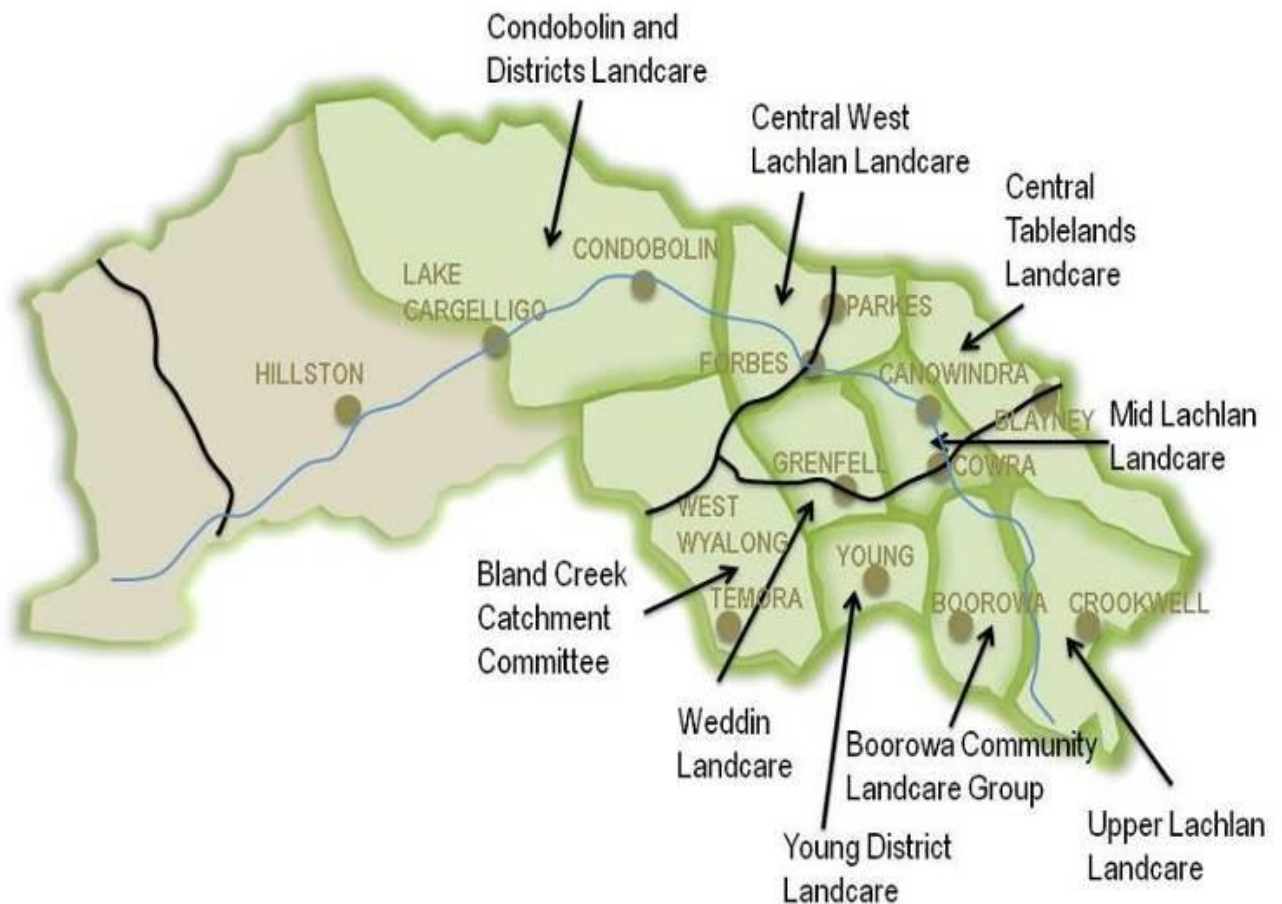
LachLandcare aims to create resilient landscapes and communities

Our Principles

- **Integrity** - we will act in good faith and for the best purpose of LachLandcare
- **Respect** - we will treat others how we would wish to be treated
- **Trust** - We hold in trust the mandate of our members to act as stewards for their cause
- **Volunteerism** - we will keep the spirit of Landcare and the volunteer alive and well
- **Continuous improvement** - we seek to instil best practice in our members

Our overarching focus

LachLandcare aims to create resilient landscapes and communities in the Lachlan



The Lachlan catchment and the distribution of groups throughout the network

Where are we now?

LachLandcare Incorporated was founded in 2009, to form an umbrella Landcare organisation to represent grassroots landcare throughout the Lachlan catchment. LachLandcare is an advocate, communicator and mentor for Landcare ideas and action in the Lachlan. Its aim is to create resilient landscapes and communities through collaborative partnerships that optimise the use of resources.

LachLandcare is a networker, facilitator, broker and catalyst for sustainability both production and environmental, and natural resource management.

The LachLandcare Value Proposition

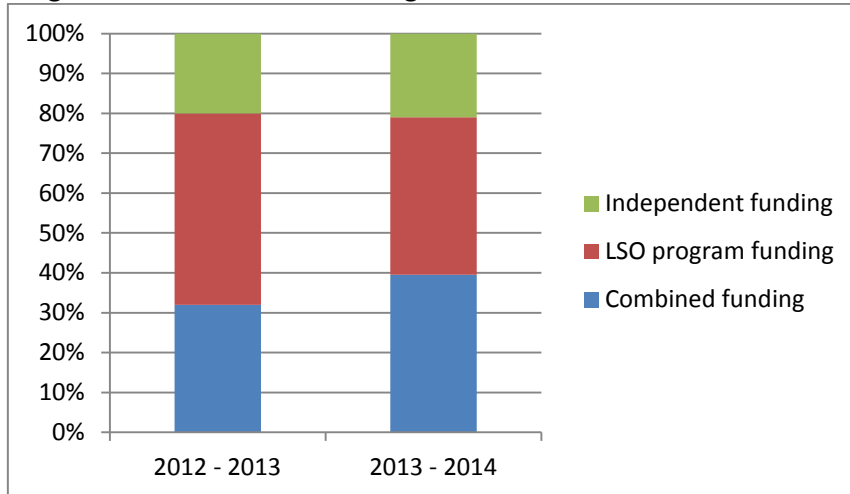
- LachLandcare covers NRM delivery through the Lachlan Catchment, identifying locally specific projects and connecting these with regional, state and national plans for delivery of natural resource management and environmental outcomes
- LLI attracts and delivers a minimum 350% Return on Investment on community, industry, business and government investment in Lachlan catchment landcare projects and people
- The volunteer in-kind contribution can be valued at a 4 fold return on investment
- LLI supports and enables community landcare, and leverages community engagement and action
- LLI and our district networks achieve the best ecological, biodiversity, community and financial returns and landcare sustainability outcomes for our farms, community networks, landscapes and enterprises
- LachLandcare facilitates investment opportunities on behalf of our Districts, with over \$1.25m on-ground projects scoped ready to achieve ecosystems services every year.

Facts and figures

LachLandcare sources funding from a diverse group of partners, from government, non government organisations to corporate sector and industry. LachLandcare facilitates investment in eco-system services that allows collaboration with our partners to achieve mutual objectives that promote community resilience and positive environmental outcomes. Figure 1 below shows the funding received and where it comes from. Government funding is a significant part of the funding however this is leveraged to achieve further funding from sponsors that increases the capacity of volunteers and their work.

Since 2009, LachLandcare has successfully partnered to deliver environmental initiatives that have achieved significant investment in Landcare in the Lachlan region. Significantly, LachLandcare has sourced funding for and managed the Landcare Support Officers network and the Regional Landcare Facilitator federal program since 2009.

Figure 1: The amount of funding received and where it comes from

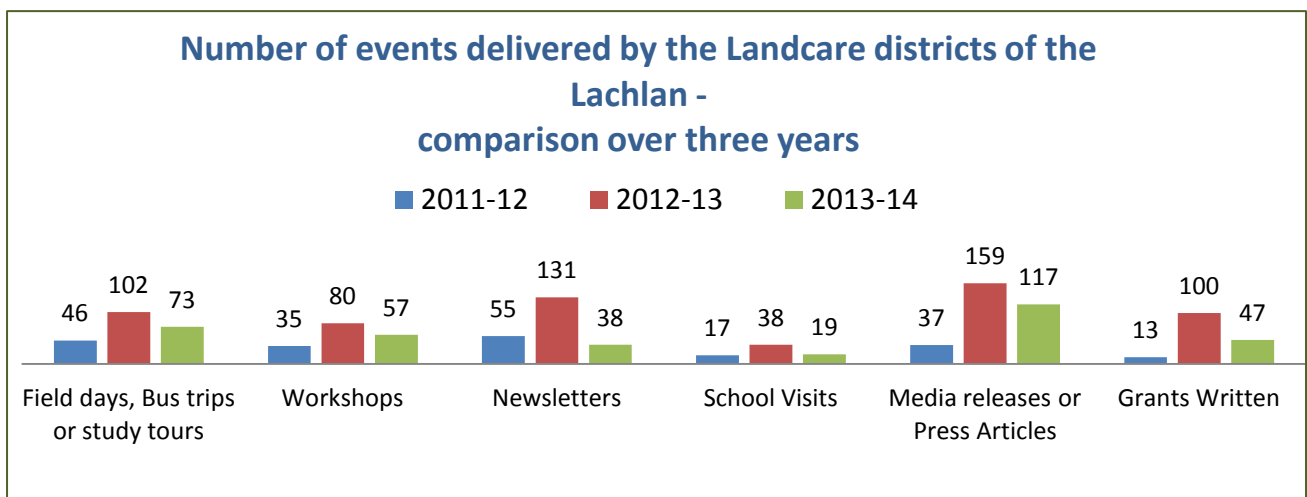


The Landcare Support Officer (LSO) network supports local landcare groups to identify issues and opportunities to invest in sustainable agriculture and natural resource management initiatives specifically for their area.

The Regional Landcare Facilitator has been an asset to the landcare network in the Lachlan, focused on supporting local districts to improve their governance, training, funding of events and increase the capacity of the network with the Lachlan Leaders program.

The Landcare networks depend on the spirit of volunteerism which is strong in regional Australia. Volunteerism depends on in-kind contribution and co-investment to survive and thrive, this investment provides factors which are essential for community organisations to be safe and successful, including creating safe work conditions and assistance with governance, which are often not in the core skills of members and not the reason why they are involved in Landcare. LachLandcare offers this level of assistance to our districts to support and mentor the network and facilitate collaboration on local and regional projects.

The LachLandcare success is demonstrated by the ability to leverage the dollars invested in the Lachlan, and provide a positive return on investment of approximately 350%. This is supported by the extensive volunteers that every Landcare group depends on to deliver the on-ground outcomes, with a fourfold return on investment



Where do we want to be?

LachLandcare has a clear plan for what our future will look like. What we will be able to show when we have achieved our purpose is:

- ✓ LachLandcare is successfully managing a sustainable funding model
- ✓ There is adequate staffing to deliver the Strategic Plan
- ✓ Our partnerships deliver resilient landscapes and communities in the Lachlan
- ✓ LachLandcare sets the benchmark for sustainable agriculture and this brand strongly promotes sustainable produce for the Lachlan.

Our Strategic Focus

Leading and influencing

- ✓ Advocates, communicates and mentors the Landcare philosophy
- ✓ Facilitates and builds collaborative partnerships, and optimizes resource investments to help

Partnerships and facilitating investment in eco-system services

- ✓ Community and landholders to restore the health of communities and landscapes
- ✓ Facilitates planning, resourcing and delivery of eco-services, sustainable productivity and resilient community outcomes.

Building a robust organisation

- ✓ Provides governance, training and support for all our district Landcare networks
- ✓ Strategic, Financial and Risk management

Brand awareness and promotion

- ✓ Establishment of a brand for Sustainable produce in the Lachlan
- ✓ Explore commercial opportunities for LachLandcare (social enterprise)



STRATEGY 1 - LEADERSHIP AND INFLUENCING

STRATEGY	DESIRED OUTCOME	INITIATIVE 2014 -2017	TIMEFRAME
Influence external policy that recognises the role of Landcare	Influence policies that prioritise local Landcare	Board strategy identifies opportunities to work with Local Land Services and deliver on the National Landcare Program, State Plan and Transitional CAP's	Ongoing
	Promote the Landcare NSW proposal	Support the Landcare NSW Proposal to the NSW State Government	February 2015
Advocate on behalf of the districts	Funding is available to groups from multiple sources	Set up sub-committees to identify partnership opportunities for co-investment and to write grant applications	April 2015
	Increase number of partners	Ensure funding to deliver the work of Landcare at a district level	Late 2015
Collaborate with key partners for research and evidence in the Lachlan	Evidence that promotes sustainable land management practices in the Lachlan	Promote the opportunity for collaboration and the delivery of extension projects throughout the region Information portal	June 2015
Communication	Keep members, partners and investors informed	Database of key stakeholders generated	November 2014
		Newsletter implemented quarterly	March 2015
		Website upgrade with current information	Weekly
		Social media implemented monthly	
	Hold an annual planning meeting with Local Land Services	Annual planning process involves all regional partners	April 2015
Reporting on key achievements and Annual Report		Annual Report - produced annually	Annually
		Key Achievements are published in print media at least annually	Annually
Leadership is promoted and succession is planned for	Leadership succession is planned for	A talent pool is generated and leaders are provided with training	
	LachLandcare sets the standard for sustainable agricultural production	Sustainable Ag group ALMS Group	

STRATEGY 2 - BUILD A ROBUST ORGANISATION

to STRATEGY	DESIRED OUTCOME	INITIATIVE 2014 -2017	TIMEFRAME
Good governance Deliver a mandate to advocate on behalf of district landcare groups to secure funding	The board are: Transparent in their actions	Review and improve the Board Induction process, including a skills matrix and advertising for specific skilled board members.	February 2015
	Effective in their business Reduce risk Secure ongoing funding	Sub-committees are implemented for Partnerships and Funding, Risk Management and Project Planning Develop Terms of Reference for each committee	April 2015
	Set the benchmark standard for sustainable agricultural management in the Lachlan	Build the capacity of the groups and increase the knowledge of the network	Ongoing
	Ensure adequate staffing to deliver the Strategic Plan	Facilitation of the Local Area Plans	Annually April
Systems and processes that enable the execution of the Strategic Plan	Strategic plan is developed and reviewed annually	Develop and communicate the strategic plan to members, partners and investors	Annual update
	Policies and Procedures are in place to deliver the Strategic Plan	Review policies and procedures to deliver the Strategic Plan, financial management and risk analysis.	February 2015
	Evidence is used to identify opportunities and build projects to leverage investment in ecosystem services	District Health Checks are performed annually Annual Reporting of achievements to our partners	Annually February Annually in July/August
	Projects are delivered through a framework	Project planning delivery monitoring and reporting is implemented annually	Ongoing
Financial management and reporting systems are in place	Transparent financial reporting systems are in place	Reports are provided on which to evaluate organisational and project performance, and to fulfil incorporation obligations	February 2015
	Contract Management is effective and procedures documented	Contract Management processes are reviewed and improved	April 2015
Risk management is practiced at all levels throughout the organisation, (board, districts and volunteers)	Risks are identified and strategies are in place to minimise or remove risks	Risk management is implemented and audited regularly	Ongoing
	Work Health and Safety is implemented throughout the organisation	Training is provided to the Board and districts WHS processes are implemented at all levels	April 2015 Ongoing

STRATEGY 3 - PARTNERSHIPS AND INVESTMENT

STRATEGY	DESIRED OUTCOME	INITIATIVE 2014 -2017	TIMEFRAME
Build a robust membership strategy	Deliver value for money to members to increase their involvement	Membership strategy Health Check Member area on website? Local Area Plans Work Health and Safety templates	April 2015
Identify and build relationships with key partners to increase investment in sustainable land management initiatives in the Lachlan	Successful identification of partners	Undertake a stakeholder analysis to identify partnership opportunities locally and regionally	February 2014
	Increase the number of active partners from diverse sectors	Establish and develop partnerships	Ongoing - with evidence to be reported annually
	Proactive local networks that engage in relevant activities	Work with and support local members to embed local partnerships	Ongoing
	Collect evidence of successful partnerships and the LLI Value Proposition	Connecting through our networks and collaborative activities to strengthen and promote our case	Monthly for newsletters
Local Issues are identified	Local Area Plans are developed annually with communities	Local Area Plan are implemented annually in each district and for all local landcare groups	Annually

STRATEGY 4 - BRAND AWARENESS FOR LACHLANDCARE SUSTAINABLE PRODUCE

STRATEGY	DESIRED OUTCOME	INITIATIVE 2014 -2017	TIMEFRAME
Establish a Brand based on Sustainable produce from the Lachlan	Set the benchmark standard for sustainable agricultural production in the Lachlan	An ALMS group is implemented in the Lachlan Funding is sourced to develop this project	April 2015
	Market advantage is developed for the LLI brand	LachLandcare Brand initiated by approaching the contacts of board members to investigate opportunities	April 2015
Design commercial opportunities for LachLandcare	Funding is available to groups from multiple sources	Set up sub-committees to identify partnership opportunities for co-investment and to write grant applications	April 2015
		And scope opportunities for social enterprise	Late 2015