



Greater Sydney Landcare Network Strategic Plan (Sept 2016-June 2019)

Photos (left to right): Eastern Water Dragon (Matt Keighery), Farmland in western Sydney (Matt Keighery) and Boy in Tree (source: treeday.planetark.org).

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Mission (Raison d’etre. Why we are here)

The Network will serve and strengthen the community of people working for the natural environment and sustainable agriculture.

Vision

An innovative community network achieving resilient landscapes for Greater Sydney.

Executive Summary

Traditionally, Landcare conjures up notions of farmers in the paddock discussing erosion, shelter belts or pest control. This is a very regional model of Landcare and only partially relevant to the Greater Sydney region. 'Landcare', although originally born from a relationship between National Farmers Federation and the Australia Conservation Foundation in the 1980's, has grown to become an umbrella brand for a range of 'care' activities including Bushcare and Coastcare as well as sustainable agriculture and food production programs.

Landcare in the context of this Plan is defined as any person, project, activity, group, organisation or other, doing anything at all considered to be '**car**ing' for the '**land**'. Of particular relevance in Greater Sydney is the well established and ferociously dedicated Bushcare movement. 'Bushcare' focuses on the restoration of bushland on public land, particularly local Council reserves and National Parks lands. More traditional Landcare groups also occur on private land in Greater Sydney, however these more typically focus on bushland conservation, with sustainable agriculture as a secondary focus.

The Greater Sydney Landcare Network (GSLN) is a not-for-profit incorporated membership based community group that was formed in August 2014. GSLN is an umbrella Network for the community groups in the many related Networks across the area. It aims to connect people to people and people to places with large-scale collaborative projects to support bushland conservation and sustainable agriculture across Sydney. Although strategic by necessity, GSLN also aims to meet the needs of volunteers at a local level, where there may be a gap in the support or assistance they receive in a time-poor and busy environment such as Sydney.

GSLN, as set out in its Constitution, describes its main goals as the following:

- a) To promote and protect Landcare and Bushcare brands
- b) To build member capacity for sustainable natural resource management and,
- c) Increase opportunities for coordinated on-ground activities that achieve strategic priorities in the Greater Sydney area.

To date GSLN has developed several projects including events such as Adventure Conservation, Source to Sea, Science based seminars, Habitat Network initiatives, publications and working groups. Local Land Services has been a key partner in the implementation of these. Now, with two paid Local Landcare Coordinators (LLCs) and a working budget, a Strategic Plan is required to direct actions which will further the Network according to its constitution.

This Strategic Plan has been developed from a number of sources, including the GSLN Constitution, a GSLN Committee SWOT analysis, LLC Initiative Grant application, and GSLN member consultation. Strategic goals and objectives are set out in Diagram 1, and are as follows:

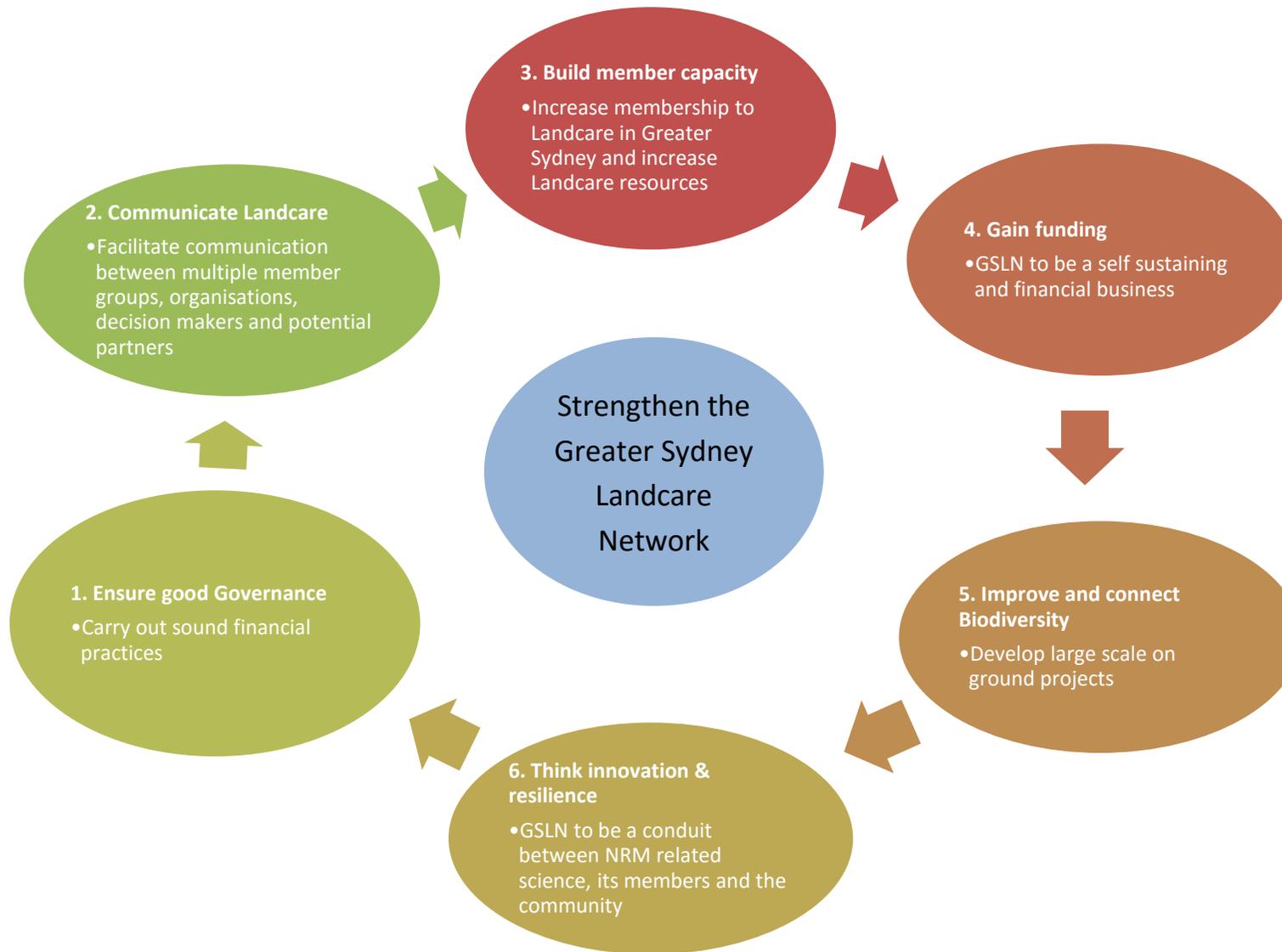
1. Ensure good Governance: The Network establishes and maintains a sound reputation with its partners and the community in relation to all financial matters, policy and procedures. It will also work to promote and protect the Landcare and Bushcare brands

2. Communicate Landcare: The Network facilitates communication between members at various levels, and promotes Landcare news, events and opportunities to members and the wider community
3. Build member capacity: The Network supports member groups in their on-ground works by sponsoring small grants, and building partnerships for larger ones. The Network provides services to members to build their capacity
4. Gain funding: The Network identifies and develops income streams to support the work of the Network and its members
5. Improve and connect biodiversity: The Network builds and maintains strong partnership with a range of stakeholders and peers to achieve mutual benefits for Greater Sydney biodiversity. GSLN facilitated projects will focus on NRM and sustainable agriculture priorities, including those identified in Landcare NSW and Local Land Services Strategic Plans
6. Think innovation and resilience: The Network will be a conduit for sustainable natural resource management related science, its members and the community. This will be continued with the facilitation of science based seminars and through the development of technological assisted NRM practices (APPs). Increasing the resilience of places and people will be the focus for all on-ground works and capacity building events.

Broad actions to meet these Strategic Goals and Objectives are set out in Diagram 2. Diagram 2 is expanded upon in Table 1 with measures to monitor the progress of meeting such actions. Briefly explained, the broad actions include:

1. Carry out sound financial practices - Develop, maintain & apply appropriate policies & procedures; maintain records/ report on time; and, train Committee
2. Facilitate communication between multiple member groups, organisations & potential partners - Be a VOICE for members & Landcare; promote Landcare events, good news stories and related info; and, develop Greater Sydney Landcare case studies
3. Increase membership to Landcare in Greater Sydney and increase Landcare resources - Promote GSLN, Landcare and Bushcare, grow youth Landcare initiatives; and, improve member access to training and resources
4. GSLN to be a self-sustaining and financial business - Cultivate numerous revenue streams; and, improve member access to private and public funding
5. Develop large scale on ground projects - Foster partnerships for collaboration in cross tenure projects; recruit farmers, Bushcare & Aboriginal community; and, assist small groups
6. GSLN to be conduit between NRM science, its members & the community - Facilitate science seminars; and, work with technology to improve NRM practices eg APP.

Diagram 1 – Strategic Goals and Objectives of the Greater Sydney Landcare Network



This diagram outlines the Strategic Goals and Objectives required to Strengthen the Greater Sydney Landcare Network (goals are sub headings; objectives are in dot points).

Diagram 2 - Broad actions to meet the Strategic Goals and Objectives of GSLN



This diagram outlines the Broad actions identified to take the Greater Sydney Landcare Network into the future. These have been summarised from a number of sources, as described in the Executive Summary. The broad actions are expanded upon in Table 1 with indicative measures to monitor their progress.

Table 1 – Strategic Goals, Objectives, Broad Actions and Output measures

Strategic Goals	Objectives	Broad Actions	Outputs	Timeframe	Achieved (Yes/ No)
Ensure good Governance	1 Carry out sound financial practices	1.1 Develop, maintain and apply appropriate policies and procedures	Communications Plan	Dec 2016	
			Volunteer Policy	Jun 2017	
			Other	As req'd	
		1.2 Maintain records & report on time	Funding provider reports	Ongoing	
		1.3 Train Committee	Governance training	Jun 2017	
Communicate Landcare	2 Facilitate communication between multiple member groups, organisations, decision makers & potential partners	2.1 Be a VOICE for members and Landcare	Representation to LCNSW, Greater Sydney Commission, FO Parliamentary LC & Vol NSW	Ongoing	
		2.1 Promote Landcare events, good news stories & related NRM or sustainable agriculture info	GSLN web, Facebook, Twitter and other media are current and active.	Ongoing	
			GSLN web HUB operational	Jun 2017	
		2.3 Develop Greater Sydney Land-caring case studies for promotion	Case studies x4-6 annually	Oct 2016 onwards	
Build member capacity	3 Increase membership to Landcare in Greater Sydney and increase Landcare resources	3.1 Promote GSLN, Landcare and Bushcare	Bi-annual Landcare surveys to ascertain GSLN and Landcare recognition in community	Oct 2016, Oct 2018	
		3.2 Grow youth Land-caring initiatives	Large Scale collaborative GSLN Youth Program implemented in p'ship with Intrepid Landcare	June 2017	
		3.3 Improve member access to training & resources	GSLN supported Training Program operational	Dec 2017	
			Increase in Land-caring resources	Ongoing	
Gain funding	4 GSLN to be a self sustaining and financial business	4.1 Cultivate numerous revenue streams	Financial m'ship, grants, sponsorship, other	Ongoing	
		4.2 Improve member access to private and public funding sources	12 updates of funding available in GSLN e-newsletters annually and targeted updating	Monthly from 2017	
Improve & connect biodiversity	5 Develop large scale on ground projects	5.1 Foster partnerships for collaboration in cross tenure projects (Councils, RBGs, universities and other Networks)	New members, better relationships and involvement in current projects or development of new ones eg Cumberland Plain Landcare	Ongoing	
		5.2 Recruit farmers, Bushcare and the Aboriginal community	More members of target audiences eg farmers, Bushcare and Aboriginal community	Ongoing	
		5.3 Assist small groups	Document and promote GSLN member benefits with testimonies and case studies	October 2016 on	
Think innovation and resilience	6 GSLN to be a conduit between NRM related science, its members & community	6.1 Facilitate science based Land-caring seminars to members & community	Host two seminars annually	Ongoing	
		6.2 Work with technology to improve NRM practices eg Reporting APP	APP operational	June 2017	