NSW Local Landcare Coordinator Initiative
Program plan
Version Control

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Comment or action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Version 1-2</td>
<td></td>
<td>Initial drafts developed by Kate Andrews and Sonia Williams.</td>
</tr>
<tr>
<td>Version 3</td>
<td>16/09/2016</td>
<td>Endorsed by JMC in principle, pending changes.</td>
</tr>
<tr>
<td>Version 5</td>
<td>5/12/2016</td>
<td>Final reviewed by LLCI Managers – Adopted by JMC.</td>
</tr>
</tbody>
</table>

Relevant Documents

<table>
<thead>
<tr>
<th>Local Land Services State Strategic Plan 2016-2026. (February 2016)</th>
<th>NRC Advice to Minister – Local Landcare Coordinators Initiative. (June 2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Landcare Coordinator Initiative: Evaluation Framework. (September 2016)</td>
<td></td>
</tr>
</tbody>
</table>

NSW Local Landcare Coordinator Initiative Program Plan
First Published November 2016
Endorsed by the Joint Management Committee December 2016

More Information
Chris McCulloch | NSW Landcare Program Manager
Local Land Services | www.lls.nsw.gov.au
Sonia Williams | NSW Landcare Coordinator
Landcare NSW | www.landcare.nsw.org.au

© State of New South Wales through Local Land Services 2016

Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing August 2016. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user’s independent adviser.

The Local Landcare Coordinator Initiative would like to acknowledge and thank Kate Andrews for the significant contribution she made to the development of this document and the establishment of the Initiative.
Note: Funding distribution for each local coordinator ranges between 0.2 – 1 full time equivalents.

Each pin shows where a local coordinator is either fully or partly funded by the LLCI.
Foreword by the Organisational Chairs

Tim De Mestre
Chair, Board of Chairs – Local Land Services

On behalf of my team at Local Land Services, it is with great pleasure that I can jointly present the Local Landcare Coordinator Initiative Program Plan.

We are fortunate to live in a state with such a strong commitment to community based management of our diverse landscapes, natural resources and industries. As part of the NSW Government we are committed to community, to the outcomes of the Memorandum of Understanding, and to the success of the Local Landcare Coordinator Initiative.

I am very excited to see the ground swell produced by the initiative, the innovation it is driving and the momentum it is building. It is this momentum that is so important, and I ask of all my team and of all involved to keep the long game in mind; to focus on the long term outcomes and to work together as part of a true partnership to make our visions come to be reality.

As it stands, the end point of this program might be 2019, however the work we do here today will resonate well into the future, it is then that we will see its full legacy play out.

Robert Dulhunty
Chair – Landcare NSW

Landcare is unique – it brings together the passion and commitment of tens of thousands of people, voluntarily working towards making our landscapes and production systems more sustainable. Since Landcare’s establishment over 25 years ago, a consistent message from Landcarers has been the need for local Landcare coordinators that enable and mobilise local action.

Landcare was born of a community-government partnership, and I am encouraged that the Local Landcare Coordinator Initiative Program Plan is designed to strengthen the relationship of Landcarers with Local Land Services and others. Our shared vision is to build and maintain a Landcare community that is valued, resourced and capable, working in partnership to deliver outcomes for our communities and landscapes.

The success of this approach will ultimately be determined by the commitment of Landcare and Local Land Services to building enduring and respectful relationships at the state, regional and local level. Living the values central to the Memorandum of Understanding will be critical to the success of the program.

I thank the NSW Government for its commitment and for its ongoing support to the Landcare community in NSW.
Contents

Introduction ................................................................................................................ 6
A definition of Landcare ........................................................................................... 6
Components of the initiative ..................................................................................... 6
Envisioning success of the initiative ......................................................................... 7
Program structure ..................................................................................................... 8
Program logic ............................................................................................................ 9
Implementation roadmap .......................................................................................... 9
Co-governance .......................................................................................................... 11
Co-investment and building leverage ...................................................................... 11
Program delivery scales ......................................................................................... 11
Partnering to deliver ............................................................................................... 12
Strategies across program delivery scales .............................................................. 12
Adaptive management and improvement ............................................................... 16
Program stakeholders ............................................................................................. 17
Program risk ............................................................................................................ 17

Planning framework

This program plan and its supporting plans form a component of a complex framework of planning tools as displayed below.

Figure 1 – LLCI Planning framework
The NSW Local Landcare Coordinator Initiative

Introduction

In 2016 the NSW Government provided a $15 million commitment over four years to fund the Local Landcare Coordinators Initiative (LLCI). The goal of which was “renew the government – community relationship, and unlock the full potential of the thousands of volunteers in the Landcare network” (Letter from Deputy Premier Troy Grant to Chair Landcare NSW, 16 March 2015).

An overview of the program including outcomes and process was described in the Natural Resource Commission’s Advice to Minister of Primary Industries – NSW Local Landcare Coordinators Initiative, June 2015.

This program plan draws together the extensive preparatory work of Landcare NSW, Local Land Services and the Natural Resources Commission undertaken prior to the program and in its first year of operation. The plan will be enacted through program implementation plans addressing each component of the initiative and updated annually.

The document reflects the adaptive and participatory nature of the program. As a result this plan will continue to evolve iteratively, with input from those participating in the program and as we learn from evaluation over its life.

A definition of Landcare

Landcare is a community-based approach to managing and restoring Australia’s natural environment, improving the sustainability of agricultural activities, and building the resilience of communities. Landcare refers to any community based group operating in the sphere of sustainable agriculture and natural resource management in NSW and includes, but is not limited to, groups that describe themselves as Landcare, Bushcare, Coastcare, Dunecare, friends of groups, producer groups.

The LLCI sits under the auspices of the Joint Management Committee (JMC), a partnership arrangement between Landcare NSW and Local Land Services established through the 2015 memorandum of understanding between the two organisations. The JMC provides the co-governance mechanism for overseeing the Local Landcare Coordinator Initiative, as illustrated in figure 3.

Components of the initiative

Local Landcare coordinators

A network of locally-based coordinators who will work with their host organisations and local Landcare groups to deliver strategically aligned programs as well as providing support and guidance. They will build the capacity and connectedness of their local groups and networks to stimulate on ground change.

Landcare community of practice

The provision of a centralised support team that will work to increase the activity and effectiveness of Landcare networks by providing a consistent approach to building group capacity across the state through dissemination of information, training and communication, while collecting, collating and sharing information.

Sustaining Landcare

Working to establish a Trust (the Landcare Trust) that will attract a range of revenue streams to secure the future of Landcare in NSW: both the central hub of Landcare NSW and the infrastructure support needed at the local and regional level.
Envisioning success of the initiative

Local Land Services vision: Resilient communities in productive healthy landscapes.

Landcare NSW vision: A viable and resilient Landcare community contributing as a valued partner to a range of community, natural resource management and agricultural outcomes.

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

Designing the initiative: The development of the LLCI was set by advice, from the Natural Resources Commission to the Minister in 2015 (summarised below). It was also influenced by the Performance Standard for Local Land Services. This particularly focused on “community ownership” as a key driving factor for the implementation of the MoU and the initiative.

Initial key outcomes:
- improved community capacity to deliver on-ground projects
- self-sustaining funding model for long-term support of volunteer efforts
- strengthen relationships between Landcare and government including Local Land Services.

Initial design principles:
- co-design and community involvement
- improved geographic coverage of Landcare networks
- more consistent partnerships across NSW
- accountability to the community and government
- recognise linkages between program components
- draw on research, evaluation, evidence and experience of previous and existing programs in NSW and other jurisdictions, including Victoria.

Recommended key program components:
- establishment of regional and state networks of local coordinators
- provision of a central support mechanism as required to achieve program outcomes
- creation of mechanisms for financial sustainability.

From the above recommendations, the functional Initiative was designed with individual components being refined and deliverable outcomes set.

The success of the Initiative relies upon linking its three components, and building and leveraging on the additional value and social capital that can be generated through the Local Land Services and Landcare NSW partnership as forged under the MOU. Each component of the Initiative is inter-related and interdependent.

The Initiative aims to strengthen both the horizontal links between existing groups and networks as well as the vertical links between grass roots community action, regional networks and state level organisations (figure 2).
**Note:** The Chairs may appoint a delegate in their place to co-chair the JMC

---

**Outcomes**

- **Partnerships** — Improved partnerships between NSW Government, Local Land Services and Landcare at all levels
- **Resourced** — Landcare and volunteer groups are sustainably resourced into the future
- **Valued** — Landcare brand is recognised, understood and valued by community, investors and partners
- **Capable** — Landcare is capable and resilient at all levels

---

Figure 3. — NSW Local Landcare Coordinator Initiative program structure
Program logic

Figure 4 – LLCI program logic

Local Landcare Coordinator Initiative Program Plan
Implementation roadmap

Jan 2016
- Sustaining Landcare project agreement established
- IMC functioning
  - Local Land Services internal working group established
- LLCI Host organisations identified and negotiations commenced
- Ongoing actions, partnership building and investment opportunities
- Ongoing actions and provision of support
- Improved state-wide communication and sharing of learnings
- Landcare and Local Land Services Conference and Awards (Oct)
- Case for improved best practice Landcare engagement model communicated

Jun 2016
- Sustaining Landcare project manager engaged
  - Project development and investigations commenced
- Communication protocols developed
  - Gateway website revised for LLCI
  - Initial LLCI State-wide induction workshop
- Engagement with Local Land Services regions
  - Best practice collaboration model project initiated
  - Initial preparations for Landcare and Local Land Services Conference
- Local Coordinators engaged
  - Annual Action Plans developed
  - Six month reporting period

Jan 2017
- State-wide initiatives investigated to address key issues such as insurance
  - Reporting and communication on initial outcomes
- Coordinators delivering on Annual Action Plans
  - Achievement of reporting requirements
- Ongoing engagement and support
  - Communication methods investigated e.g. Factsheets/Forums
  - Opportunities to share knowledge and learning developed
  - Gateway functionality enhanced
- State-wide Landcare support framework developed
  - Program risk and ongoing issues addressed
  - Continued relationship building with regional Local Land Services
  - Engagement with federal RLF program - development of RLF engagement and collaboration project
  - MERI Program and adaptive management practices
  - Annual reporting of LLCI achievements and progress
  - Launch of NSW Landcare Awards

Jun 2017
- Outcomes of project implemented
  - Coordinators delivering on Annual Action Plans
  - Achievement of reporting requirements
  - Second LLCI State-wide workshop
  - Review and improvement process for community of practice component
  - Ongoing communications and knowledge sharing
  - Mid-term program review and reporting
  - Finalised State Landcare framework/support strategy
  - Implement improved regional partnership mechanisms
  - Annual reporting requirements
  - Ongoing relationship development
  - Knowledge legacy project initiated

2018
- Third State-wide workshop
  - Component analysis and legacy options established
  - Long-term knowledge sharing platform finalised
  - Review of regional partnership improvement program
  - Ongoing support to Landcare groups and networks
  - Communication activities

2019
- All program data reviewed and final reporting including learnings developed
  - Evaluation program complete
  - Value proposition for partnership going forward developed
  - Support for of ongoing partnership models
  - Knowledge and ongoing legacy project complete and implemented

Community of Practice
Sustaining Landcare
Local Coordinator Initiative
Management & Partnerships

Local Landcare Coordinator Initiative Program Plan
Co-governance

The program is managed collaboratively by Local Land Services and Landcare NSW via a Joint Management Committee (JMC), co-chaired by the Local Land Services Chair and the Chair of Landcare NSW (or delegates). The JMC reports directly to the Minister for Primary Industries / Minister for Lands and Water. This partnership enables the strengths of the government and community sectors to establish a consistent state-wide commitment to a partnership approach that enables the delivery of the Local Land Services and Landcare NSW MoU. The specific governance of the JMC was workshoped in 2015 where a partnership framework for the JMC was developed. The framework identifies outcomes and actions to guide the partnership and measure its success.

The program will link to other existing support and opportunities from Local Land Services, Office of Environment and Heritage, NSW Department of Primary Industries, and from local government.

The implementation of the initiative is managed by two key positions; NSW State Landcare Coordinator (hosted by Landcare NSW) and the NSW Landcare Program Manager (hosted by Local Land Services). Both positions report progress of the initiative to the JMC.

Co-investment and building leverage

The NSW Government identified that one outcome it sought from the program was a greater capacity for Landcare and volunteer conservation groups to raise resources and to be better placed to leverage the benefit of third party investment.

A challenge for the initiative is to help document co-investment and quantify the leverage effect of government dollars across all levels. Investment can come in many forms, not just financial. They may include investment of skills, knowledge, equipment, materials, time, good-will, brand-name etc. Co-investment generally means when two or more parties invest together. Groups may leverage existing government investment by seeking further investment to extend upon the activities and outcomes. Usually leveraging implies that you will achieve more with this additional amount than you would if it was invested alone.

The supporting Landcare component will research and implement arrangements to help move towards financial stability of the Landcare network, enabling the volunteer effort to be supported well into the future.

In addition, the initiative looks to boost investment in Landcare and volunteer conservation groups via local Landcare coordinators and community of practice. This will happen by:

- encouraging local Landcare coordinators, groups and networks to seek co-investment and to leverage the NSW Government’s investment
- using communication tools and mechanisms to build and demonstrate capacity and value
- building individuals, groups and networks capacity to show their true value
- sharing opportunities such as other funding sources or innovative practices
- increasing links between Landcare and other sectors such as corporate and philanthropic bodies
- helping Landcare “tell its story” so people want to participate or invest.

These activities are tied closely to or covered by other, linked parts of the program plan. For example “telling the story” is also covered by communications and engagement actions, and in monitoring and evaluation.
**Program delivery**

The program logic developed describes the foundational and influencing activities that will be utilised or established to produce the outputs of the program. These outputs, in turn produce the intermediate, and end of program outcomes that will assist both Landcare NSW and Local Land Service achieve their visions.

In undertaking the program, actions will be focused at three scales:

**State scale**: “Making a long-term difference” – working together Landcare NSW and Local Land Services will establish mechanisms at the state scale that support the objectives of both organisations and enable the partnership to succeed in the long-term.

**Regional scale**: “Stronger together” – the program will use the capacity developed through the program to build partnerships at the regional scale between Landcare and Local Land Services, and build the capacity of these organisations including through the regional communities of practice component.

**Coordinator scale**: “Supporting local achievement” – working with communities on the ground, the project will address the need for support to Landcare networks through the provision of local Landcare coordinators, and build the capacity of these organisations.

**Partnering to deliver**

There are a number of other players investing in Landcare support and community practice change. These include the federally funded regional Landcare facilitators, local coordinators funded by third parties such as councils and local coordinators working on a voluntary basis.

The initiative aims to work flexibly with these other resources on-the-ground and across the state – in many cases funding from multiple initiatives has been combined to support the one local coordinator position.

The regional Landcare facilitator network will be of particular focus for the initiative. The facilitators are encouraged by their hosts to work at a higher strategic and cross regional level. By supporting and partnering with them and the Australian Government, the initiative can leverage greater gains – accessing knowledge, skills, mentoring and capacity building opportunities with people that are already very well connected in their own regions.

**Strategies across program delivery scales**

Clarity of responsibility between partners at all three implementation scales and along the implementation roadmap (shown above) will be vital to the success of the Initiative. This is less for “holding to account” but more in building a culture of openness and joint participation in delivery of strategies to achieve program outcomes.

Across the program, the Landcare local coordinator host organisations, Landcare NSW and Local Land Services all have identified roles. The following tables summarise the implementation strategies aligned to each of the responsible entities and the actions under each strategy.
<table>
<thead>
<tr>
<th>Scale</th>
<th>Community/host’s roles and activities</th>
<th>Landcare NSW’s roles and activities</th>
<th>Local Land Services’ roles and activities</th>
</tr>
</thead>
</table>
|       | Delivery on the Local Landcare Coordinator Initiative through:  
- recruitment of local coordinator positions  
- actions to improve operational capacity, capacity to partner and ability to “tell their story”.  
Provide information via reporting that:  
- improves ability to communicate outcomes to member, partners and investors  
- builds the map of Landcare in NSW  
- markets Landcare’s abilities  
- informs Local Land Services and others about local priorities  
- fosters learning from experience and stimulates knowledge sharing between groups and networks.  
Provide feedback on:  
- success and operations of the initiative from a host and network point of view  
- local issues and opportunities. | Assist the local Landcare coordinator hosts through:  
- support and facilitate state-wide training events  
- assistance with regional reporting  
- support via member services officer and resources (fact sheets insurance etc.)  
- improvement of gateway and support  
- targeted training from state Landcare coordinator via review of reporting.  
Use reporting information from hosts and networks to:  
- measures change in capacity of groups through the program  
- update database of groups / linkages  
- reconfigure gateway layout to show how Landcare is ‘structured’  
- collate at the regional and state scale the impact of investment in Landcare  
- build case for future investment into Landcare support (Landcare Trust)  
- collation of info into state-wide trends  
- building partnerships to address and promote through existing programs  
- identifying emerging priorities and undertaking policy work to advance.  
Utilise feedback to:  
- adapt the Initiative  
- manage issues and make most out of opportunities. | Assist the local Landcare coordinator hosts through:  
- co-investment (cash or in kind) e.g. vehicle, office, mapping etc.  
- Support regional communities of practice  
- Regional Landcare facilitator involvement  
- contract management  
- support and processing reporting  
- monitoring and evaluation  
- communications reporting and good news stories through to department and Minister’s office.  
Use reporting information from hosts and networks to:  
- understand the capacity of Landcare organisations  
- target existing project delivery to strategically strengthen operational capacity of Landcare in the region  
- collate at the regional scale – use to leverage partnerships within and external to Local Land Services to deliver resourcing  
- collation of information into regional trends  
- incorporate into program design / investment plans where they match regional priorities  
- identify emerging regional priorities.  
Utilise feedback to:  
- adapt the initiative  
- manage issues and make most out of opportunities. |

Local Landcare Coordinator Initiative Program Plan
<table>
<thead>
<tr>
<th>Scale</th>
<th>Community/host’s roles and activities</th>
<th>Landcare NSW’s roles and activities</th>
<th>Local Land Services’ roles and activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional stronger together</td>
<td>Enhancing regional actions and outcomes of the Local Land Services/Landcare NSW partnership through:</td>
<td>Enhancing regional actions and outcomes of the Local Land Services/Landcare NSW partnership through:</td>
<td>Enhancing regional actions and outcomes of the Local Land Services/Landcare NSW partnership through:</td>
</tr>
<tr>
<td></td>
<td>- provision of regular and constructive feedback on mechanisms of support</td>
<td>- review and provide a state-wide overview of regional support, incorporating benchmark report findings</td>
<td>- collation of each Local Land Services regional situation and mechanisms used in Landcare support, including: strategies, roles of community advisory groups, project design and delivery, staff dedicated to Landcare support, other provided support</td>
</tr>
<tr>
<td></td>
<td>- actions to develop regional scale working partnerships and MoUs with networks and agencies such as Local Land Services</td>
<td>- recommendations based on MoU delivery and alignment to Performance Standards for Local Land Services</td>
<td>- support and guide development and implementation of any regional MoUs.</td>
</tr>
<tr>
<td></td>
<td>- monitoring of success of MoUs and partnership agreements, review and change where required.</td>
<td>- support and guide development and implementation of any regional MoUs.</td>
<td>- support and guide development and implementation of any regional MoUs.</td>
</tr>
<tr>
<td></td>
<td>Address arising issues and build on opportunities through:</td>
<td>Address arising issues and build on opportunities through:</td>
<td>Address arising issues and build on opportunities through:</td>
</tr>
<tr>
<td></td>
<td>- monitoring for potential issues and opportunities, engaging with regional representatives and agencies.</td>
<td>- development of mechanisms for identifying and building on opportunities as well as dealing with issues and operational risks in collaboration with hosts and regional organisations.</td>
<td>- development of mechanisms for identifying and building on opportunities as well as dealing with issues and operational risks in collaboration with hosts and regional organisations.</td>
</tr>
</tbody>
</table>

Local Landcare Coordinator Initiative Program Plan
<table>
<thead>
<tr>
<th>Scale</th>
<th>Community/host’s roles and activities</th>
<th>Landcare NSW’s roles and activities</th>
<th>Local Land Services’ roles and activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td><strong>Support high level internal outcomes through:</strong></td>
<td><strong>Support high level internal outcomes through:</strong></td>
<td><strong>Support high level internal outcomes through:</strong></td>
</tr>
<tr>
<td></td>
<td>- provision of reporting that identifies benefits of the development of a community of practice</td>
<td>- facilitate regional reporting actions</td>
<td>- facilitate regional reporting actions</td>
</tr>
<tr>
<td></td>
<td>- identification of areas for program improvement</td>
<td>- seek and respond to opportunities and additional resources for program outputs/outcomes to meet needs</td>
<td>- seek and respond to opportunities and additional resources for program outputs/outcomes to meet needs</td>
</tr>
<tr>
<td></td>
<td>- support the development of the Landcare Trust through the provision of information and feedback.</td>
<td>- collate reporting to develop high level program outcomes</td>
<td>- collate reporting to develop high level program outcomes</td>
</tr>
<tr>
<td></td>
<td><strong>Support actions to influence and guide policy and program directions:</strong></td>
<td>- facilitate trust component to investigate opportunities and investment mechanisms</td>
<td>- manage high level funding, support and contributions to the development of the Landcare Trust component</td>
</tr>
<tr>
<td></td>
<td>- attend state-wide gatherings to provide broad information and feedback</td>
<td>- collate information and actively support processes that build a case for ongoing infrastructure investment and support for Landcare</td>
<td>- actively support processes that build a case for ongoing infrastructure investment and support for Landcare.</td>
</tr>
<tr>
<td></td>
<td>- engage with regional representatives including regional Landcare facilitators and members of parliament</td>
<td><strong>Support actions to influence and guide policy and program directions:</strong></td>
<td><strong>Support actions to influence and guide policy and program directions:</strong></td>
</tr>
<tr>
<td></td>
<td>- engage with agencies including Local Land Services through established mechanisms including local community advisory groups.</td>
<td>- develop, collate and communicate information that supports development of informed state-wide policy direction and program input</td>
<td>- develop, collate and communicate information that supports development of informed state-wide policy direction and program input</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- lead and support targeted campaigns designed to improve the stability and functionality of Landcare</td>
<td>- assist and guide were possible development of policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- support engagement with regional representatives to interact with local and state level members of parliament, improving state-wide adoption and delivery of Landcare support initiatives</td>
<td>- support engagement with regional representatives to interact with local and state level members of parliament, improving state-wide adoption and delivery of Landcare support initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- collect and analyse data to inform return on investment reporting.</td>
<td>- develop joint approaches for advocating to and informing federal programs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- collect and analyse data to inform return on investment reporting.</td>
</tr>
</tbody>
</table>
Adaptive management and improvement

Adaptive management:
The Local Landcare Coordinator Initiative will foster and apply an adaptive management and success evaluation process to its implementation strategies, driving continual improvement across all the scales of its implementation. This will drive an evolution of the program overtime, built on input from those most involved and most affected, leading to achievement of the program outcomes.

We will plan, take action, assess and apply learnings as we move through the project; always aligning actions with the best chances of success.

Evaluating the impacts of the initiative:
Over the life of the initiative, evaluation will be undertaken to determine program success based on a set of key evaluation questions and metrics, these will guide data collection, monitoring, analysis and reporting.

Current key evaluation questions:
1. Effectiveness – how well has the Initiative achieved its intended outcomes?
2. Impact – what impact has the Initiative had on contributing towards Landcare and NSW Government objectives?
3. Learning for improvement – what learning and improvements can be made to the delivery of the Initiative?
4. Unexpected outcomes – what are the unexpected outcomes of the initiative?
5. Legacy – to what extent are the outcomes achieved by the Initiative likely to be enduring beyond the timeframe of investment?

Reporting:
The initiative will report its progress at a number of points across the program life. Responsibility for operational success of the initiative rests with the JMC; all components of the program will report operational progress on a quarterly basis to the committee.

The JMC will communicate progress, priorities and problems at a high strategic level to the Ministers office on a quarterly basis. The initiative will prepare annual dashboard reports, undertake a mid-term review and develop an end of program final report. These will be prepared and presented for a range of audiences including the JMC, Ministers office and the Landcare community.
### Program stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minister and Minister's Office</td>
<td>Funder, policy development and foundational stakeholder</td>
</tr>
<tr>
<td>NSW Parliamentary including parliamentary Friends of Landcare</td>
<td>Advocate and foundational stakeholder</td>
</tr>
<tr>
<td>Local Land Services</td>
<td>Key implementation partner and support</td>
</tr>
<tr>
<td>Landcare NSW</td>
<td>Key implementation partner and support</td>
</tr>
<tr>
<td>Landcare coordinator host organisations</td>
<td>Key implementation partner – delivery of outcomes</td>
</tr>
<tr>
<td>Australian Government – Department of Environment and Department of Agriculture and Water</td>
<td>Funding body and development of high level policy and support programs</td>
</tr>
<tr>
<td>Regional Landcare facilitators</td>
<td>Implementation support at regional scale</td>
</tr>
<tr>
<td>Landcare community</td>
<td>Advocate and key support partners</td>
</tr>
<tr>
<td>General public</td>
<td>Broad scale advocate and support</td>
</tr>
</tbody>
</table>

### Risk analysis

<table>
<thead>
<tr>
<th>Scale</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local/group</td>
<td>Ability to attract the right skill base and enthusiasm to LLCI</td>
</tr>
<tr>
<td></td>
<td>Maintenance of skilled coordinators in LLCI positions</td>
</tr>
<tr>
<td></td>
<td>Commitment to program from host organisations and community</td>
</tr>
<tr>
<td></td>
<td>Alignment of host/committee expectations with that of the LLCI</td>
</tr>
<tr>
<td></td>
<td>Capacity of host organisations to manage staff and contracts</td>
</tr>
<tr>
<td></td>
<td>Local governance and human resource management</td>
</tr>
<tr>
<td></td>
<td>Coordinator burnout/committee burnout</td>
</tr>
<tr>
<td></td>
<td>On-going and legacy baggage or ill-will</td>
</tr>
<tr>
<td>Regional</td>
<td>Regional Local Land Services and community legacy baggage/trust issues</td>
</tr>
<tr>
<td></td>
<td>Capacity and will to build relationships at regional levels</td>
</tr>
<tr>
<td></td>
<td>Complexity and different scales of existing partnerships</td>
</tr>
<tr>
<td></td>
<td>Capacity within regions to build regional partnerships</td>
</tr>
<tr>
<td>State partnership</td>
<td>Organisational alignment to the intent of the MoU</td>
</tr>
<tr>
<td></td>
<td>Capacity of the JMC to facilitate a state wide relationship</td>
</tr>
<tr>
<td></td>
<td>Political support and intent</td>
</tr>
<tr>
<td></td>
<td>Interruptions to high level organisational stability</td>
</tr>
<tr>
<td>Future stability</td>
<td>Ability of Trust component to build an effective platform for investment</td>
</tr>
<tr>
<td></td>
<td>Changes in political support and direction into the future</td>
</tr>
<tr>
<td></td>
<td>Relationship between state and federal level Landcare organisations</td>
</tr>
<tr>
<td>Program</td>
<td>Management of budget and contract obligations</td>
</tr>
<tr>
<td></td>
<td>Management of host engagement and reporting</td>
</tr>
<tr>
<td></td>
<td>Staff continuation and management of legacy knowledge</td>
</tr>
<tr>
<td></td>
<td>Data management and reporting</td>
</tr>
<tr>
<td></td>
<td>Functional stability of state level organisations</td>
</tr>
</tbody>
</table>
Contacts

Chris McCulloch | NSW Landcare Program Manager
02 6333 2315 | 0424 061 164 | chris.mcculloch@lls.nsw.gov.au

Sonia Williams | NSW Landcare Coordinator
02 6772 9123 | 0411 113 590 | swilliams@landcarensw.org.au

Melissa Joseph | Sustaining Landcare Project Manager
mjoseph@landcare.org.au

Louise Mathieson | Senior Administration Officer
02 5852 1240 | louise.mathieson@lls.nsw.gov.au

Jennie Coldham | Member Services Officer
02 6772 9123 | 0427 260 258 | jennie@landcarensw.org.au

Lucy Chapman | Communications and Support Officer
02 6772 9123 | lchapman@landcarensw.org.au

landcare.admin@lls.nsw.gov.au
www.lls.nsw.gov.au
www.landcarensw.org.au