

STRATEGIC PLAN

Greater Sydney Landcare Network

Feb 2020 – Feb 2023



Photo courtesy of Mark Fuller, Avianation

Table of contents

Title	Page
Executive summary	3
Who is Greater Sydney Landcare Network?	4
What we offer our members?	5
Strategic goals, objectives and anticipated outcomes for 2020-2023	6-7
Alignment with Landcare NSW Strategic Plan	8
Table 1 - Broad actions and output measures with timeline	9
Appendix 1 – GSLN Goals and objectives for the next three years explained	10-11

MISSION

Greater Sydney Landcare Network will serve to strengthen the community of people working for the natural environment & sustainable agriculture.

VISION

An innovative Network achieving resilient landscapes for Greater Sydney.

Online platforms:

www.greatersydneylandcare.org

<https://www.facebook.com/GreaterSydneyLandcare/>

<https://www.instagram.com/greatersydneylandcarenetwork/>

<https://twitter.com/greatsydland>

<https://www.youtube.com/channel/UCqK7kRdisumpqtIQ-xrlqjw/featured>

Executive Summary

Greater Sydney Landcare Network (GSLN) met most of its goals and objectives for the initial Strategic Planning period of 2016 – 2019. These included (i) Building member capacity, (ii) Gaining funding, (iii) Improving and connecting biodiversity, (iv) Think innovation and resilience, (v) Ensuring good governance and (vi) Communicating Landcare.

Achievements were made with a consistent membership base over time, and the obtainment of resources for Landcare, including grant monies and equipment. Major funding campaigns successfully initiated by GSLN included Creating Canopies (CC) and Saving our Species projects (SOS). CC is a Premier's promise to cool Sydney with the planting of 100,000 trees in low canopy areas. GSLN also aims to enable an increase in biodiversity, habitat and corridor connections with CC resources.

The SOS project plans to add to a successfully completed GSLN program restoring Cumberland Plain Endangered Ecological Communities. Delivery of these and other projects including Get Your Hands Dirty (born from Intrepid Landcare in Greater Sydney) and Sustainable Agriculture workshops will continue as funding requires. All grants were administered successfully by GSLN, including those managed externally by financial members.

Streamwatch was also successfully transitioned into the Network, and is being carried at minimal operational levels until new resources can be found.

Minor gaps were found from the previous Strategic planning period. These gaps have been rolled into GSLNs goals for the next three years, including 'Membership', 'Technology' and 'Communications'.

Objectives for these goals include the increasing of our membership, the development of a reporting app and/ or a Client Records Management (CRM) system and, the enhancement of our Communications, as a whole. As the backbone to most goals and objectives, 'Communications' require as a priority the development of a Communications Plan, increased media coverage and more Standard Operating Procedures (SOPs).

Additional goals for GSLN to meet over the next three years include 'Grant management', 'Policies' and 'Training'. The following Strategic Plan outlines more information about this.

Who is Greater Sydney Landcare Network?

Greater Sydney Landcare Network (GSLN) is the regional umbrella organisation for Landcare, Bushcare and other 'care' groups and individuals across Greater Sydney.

GSLN promotes to the wider community the 'care' ethos of Landcare and Bushcare, and increases the understanding, recognition and support of the work that land-caring volunteers, professional bush regenerators and related organisations do in the Greater Sydney region.

GSLN is the bridge between professionals and non-professionals in the environmental field, and a voice for land-carers to Landcare NSW and through them, to government at State & Federal levels.

Our main activities:

Creating Canopies in Greater Sydney - Creating habitat and cooling the city through tree planting. This is a partnership project between Landcare NSW and Department of Primary Industries and Environment. Free trees available for member groups (conditions apply).

Streamwatch - 30 year strong citizen science water monitoring program. Eyes on the ground for water quality in Greater Sydney, now coordinated by GSLN.

Cumberland Plain Restoration Program - Saving our Species funded project improving the condition and connectivity of Threatened Ecological Communities on the Cumberland Plain, particularly with the use of ecological and cultural burning.

Get Your Hands Dirty - Adventurous volunteer opportunities for 16 to 35 year olds – following on from Intrepid Landcare across the region.

Lake Parramatta Conservation Kayaking - Paddling to remove woody weeds from Lake Parramatta and Hunts Creek, in collaboration with Parramatta City Bushcare.

Cumberland Green Drinks - monthly catch ups in Penrith and Campbelltown to connect and support concerned residents and other stakeholders, with conservation across the Cumberland Plain and western Sydney.

Sustainable Agriculture Workshops - building the capacity of local communities to conserve biodiversity and deliver low impact sustainable grazing activities across multiples properties, with the production of related educational videos.

What we offer our members?

1. Access to Landcare support and resources
2. Access to networking events and the facilitation of people and project linkages
3. Access to Landcare related tools and equipment
4. Advice on funding opportunities, restoring your land, environmental issues and concerns – and, more
5. Representation to strengthen Landcare NSW in seeking NRM funds for our region and NSW
6. Free or discounted training workshops
7. Free trees through the Creating Canopies project (conditions apply)
8. Promotion of your events through GSLNs 1000+ Facebook following, Instagram, Twitter, website and eNewsletter
9. Representation to strengthen Landcare NSW in seeking NRM funds for our region and NSW
10. Sponsorship and administration of grants for unincorporated groups
11. Support in bringing new volunteers to your group via our Local Landcare Coordinators and funded projects
12. Support with publishing your community driven publications.



Walk after GSLN AGM, Scheyville National Park, 2018

GSLN strategic goals, objectives and anticipated outcomes

Greater Sydney Landcare Network Inc (GSLN) reviewed its Strategic Goals and Objectives from a 2016-2019 Strategic Plan. Goals were changed to Communications, Grant Management, Membership, Policies, Technology and Training.

Objectives are listed below in bullet points beneath the goals described, with those carried over from the previous Plan noted with an *.

The following shows in summary, the road map that GSLN aims to take, for the three years ahead (2020 – 2023).

GOAL 1 – COMMUNICATIONS

Objectives:

- Develop Comms plan*
- Get more media coverage*
- Develop SOPs
- New website develop/update old
- Develop clear set of incentives for members with consistent messaging.

Anticipated outcome:

- a) Improved communications & promotion of Landcare

GOAL 2 – GRANT MANAGEMENT

Objectives:

- Include 10% + admin fees in all grant applications
- Develop grant ideas early (and maintain on a spreadsheet)

Anticipated outcome:

- b) Increased grant access

GOAL 3 – MEMBERSHIP

Objectives:

- Capture new members from project partners and volunteers at events
- Need to recruit most of Greater Sydney (GS) Landcare groups
- Increase local council membership across GS
- Follow up non-renewals.

Anticipated outcome:

- c) Increased membership

GOAL 4 – POLICIES

Objectives:

- Constitution review
- Review the steering committee structure
- Develop induction packages for staff, Committee and volunteers.

Anticipated outcome:

- d) Confident and effective committee

GOAL 5 – TECHNOLOGY

Objectives:

- Build a reporting APP which could be used by members when on-site*
- CRM build
- Re-instate science seminars.

Anticipated outcome:

- e) Technological relevance

GOAL 6 – TRAINING

Objectives:

- Free or subsidised training opportunities for members
- Develop training calendar.

Anticipated outcomes:

- f) Increased volunteer capacity

Alignment with Landcare NSW Strategic Plan 2020-2022

The strategic goals of Landcare NSW, with linkages to those of GSLN, include:

Goal 1: Strengthening capacity – includes a reliance on regional Landcare networks to inform Landcare NSW via reporting and case studies. Additionally, this goal commits to sourcing & increasing suitable funding for Landcare NSW members.

Goal 2: Member centred – Landcare NSW maintains a member-centric approach and aims to develop its program streams further to build membership numbers in each region. Landcare NSW is also committed to engaging and listening to its members to ensure its relevance to them, and the development of new services that are required.

Goal 3: Position, profile and presence – Landcare NSW will actively position Landcare and the value it provides, to government, community and the media. Social media and online newsletters will enable the distribution of this, the Landcare story.

Goal 4: Working better together – Landcare NSW maintains that they will work, talk, & collaborate together towards shared visions, values & goals. This includes a huge recognition of the structure and purpose of the state's leading Landcare body by its members.

Additional objectives of Landcare NSW, aligned with GSLN, include:

- a) more Indigenous membership;
- b) positioning Landcare in servicing disasters including fire, floods & droughts;
- c) maintaining social and community targets and,
- d) that a continuous feedback loop is required from all stakeholder levels.

Table 1 - Strategic goals, objectives, broad actions and output measures with timeline

Strategic goals		Objectives/ Broad actions	Outputs	Responsible	Timeframe	Achieved (Y/N)	Comments
Communications	1	1.1 Dev a Communications Plan (Comms Plan)	Plan	XS	June 2021		
		1.2 Get more media coverage	4-6 media hits per yr	Staff	Ongoing		Require a media file & tally
		1.3 Develop new website or update current one	Enhanced website	XS, ED	Ongoing		
		1.4 Produce SOPs as required	2-4 new SOPs annually	Staff	Ongoing		
Grant management	2	2.1 Include 10% + admin fee in all grant applications for additional staff time	Increase in paid staff hours	All (staff & Committee)	Ongoing		
		2.2 Develop grants early with a grant spreadsheet	Grant text ready to go	Staff	Ongoing		
		2.3 Build on number of partner organisations engaged in grant projects	Increase in partners	Staff	Ongoing		
Membership	3	3.1 Set clear incentives for membership, with consistent messaging	Incentives message clearly set	All (staff & Committee)	July 2020		
		3.2 Follow up old members - not renewed	Increase in m'ship	LLCs	Ongoing		
		3.3 Capture new members from project partners and volunteers from events	Increase in m'ship	All	2020; ongoing		
		3.4 Need to sign up Greater Syd Landcare groups	Increase in m'ship	LLCs	2020; ongoing		
		3.5 Need to increase m'ship of all GS Councils (35 in total) – particularly Bushcare	Increase in m'ship	Staff	July 2020; ongoing		
Policies	4	4.1 Constitution review	Updated Constitution	XS	August 2020		Annually for AGM
		4.2 Committee set up review	Relevant Committee	All	August 2020		Annually for AGM
		4.3 Induction package for staff, Committee & volunteers	3x Induction packages	XS, ED, SW	End of 2020		
Technology		5.1 Reporting app/ paperless volunteer sign on	App	RLC, SW, JC	End 2021		
		5.2 CRM build	CRM Tool	RLC, SW, JC	mid 2021		
		5.3 Science seminars TBC	X2 seminars per year	LLCs	Nov 2020; annual		
Training	6	6.1 Develop a GSLN training calendar	Calendar	LLCs	Annually		
		6.2 Free training opportunities for members	Training x 4-6 annually	LLCs	Annually		
		6.3 Subsidised training opportunities	Above	LLCs	Annually		

APPENDIX 1 - STRATEGIC GOALS & OBJECTIVES – THE NEXT THREE YEARS EXPLAINED

Greater Sydney Landcare Network (GSLN) Committee, staff and other key stakeholders met early in 2020 for the facilitation of its Strategic Plan Review. From the information that was compiled on that day, six main themes appeared as overarching goals, with associated objectives for the period 2020 – 2023. These include: (a) Communications, (b) Grant management, (c) Membership, (d) Policies, (e) Technology and (f) Training. A summary of these follows:

- (a) Communications included objectives such as developing a GSLN Communications Plan, for GSLN to get more media coverage, for the website to be re-developed and/ or updated and for more Standard Operating Procedures (SOPs) to be documented. Although communications is a large component of all the work undertaken in GSLN, nothing is set in writing apart from Landcare NSW style guides etc. GSLN currently has no set guidelines on how it communicates, who it communicates with or when (and how often) to communicate. Media is still a huge gap that needs to be filled within the Network, and discussions have included the addition of an exclusive media staff member, as media always seems to be a target of events and activities that is never actually met. This will be addressed in the Comms Plan. SOPs re Communications will also be addressed in the Comms Plan, and improved to better the Networks governance.
- (b) For grant management a figure of 10% + has been set as a limit to include in all grant applications (and maybe those grants that fall outside of this are grants that the Network does NOT apply for). GSLN will also aim to develop a grants database that includes overall ideas for future grants, but also standard text that can be cut and pasted between grant applications so that the task of writing grant applications can be more efficient. Ultimately the Network would also like to see a paid position within GSLN working exclusively to source and write grant applications, and to seek sponsorship or other financial opportunities (including corporate).
- (c) GSLN Membership needs to increase. Current members or past members that did not renew need to be followed up. ALL Greater Sydney Landcare Groups need to be on the paid members list, as do all Sydney's 35 Councils (Bushcare sections/ programs as a minimum) and, every new project partner or landholder or school or other, we develop a project with, or do an event with, or provide a service to, must join up. The latter includes volunteers that participate at GSLN events. With the multi-tasking that goes on for the LLCs at events, there needs to be support by other GSLN paid staff or Committee to also attend events to try and capture participants for the purpose of membership sign up. This is another task within our event management that has a major gap (in addition to the lack of media as mentioned above). If a second LLC or other paid staff member could assist at events then, their role could include taking photos, signing up new members and drafting up a media story after the event. This process will be discussed in the upcoming Comms Plan. An SOP for capturing new members must be developed. A major part of signing up members, includes the messaging GSLN provides to potential new members, and the development of an updated and clearer set of member incentives. These will be discussed in the new Communications Plan.

- (d) Policies need to be developed further within GSLN over the next three years. This includes a Constitution review, before GSLNs 2020 Annual General Meeting. This review must take into consideration the suitability of the current Steering Committee (SC) set up. Is it still working for the Network and its members? Are the roles appropriate or does there need to be some thought put into an alternative arrangement. In line with this comes the need to develop a GSLN Steering Committee Induction package, describing all roles and their responsibilities, how SC meetings work, delegations etc. This is a major gap that must also be prioritised in the short term as it may help with the retention of Committee members, making their voluntary role not so ad hoc or reactive (generally via emails). Staff and volunteers also require Induction Packages as a priority. The prolonging of Covid restrictions throughout 2020 is an optimal time to consider achieving this, before events mount up again. Covid – 19 requirements also need to be included in the list of policies GSLN has and, these need to be updated as restrictions vary.
- (e) Technology is still a main objective of the Network, with a reporting APP still required for works in the field, especially to capture volunteer bush regeneration works. This would be a time saving incentive for all GSLN members and an attractive resource to offer to particularly, Bushcare Officers, when encouraging them to sign up as a GSLN member. The development of a CRM is being investigated further as the Network grows in staff, projects, members and contacts. This will help us work in a more professional and strategic manner and to be better equipped with membership details so that we can deliver an increase in membership in an organised manner.
- (f) Training is a goal of GSLNs that came up a number of times in the review of our initial Strategic Plan (2016 – 2019). Free or subsidised training to members was a most successful strategy for GSLN to gain more members and, to obviously increase our members – and the general Landcare community’s – capacity to carry out conservation across Greater Sydney. Training is considered to be a possible incentive to get Council Bushcare Programs to sign up as members if it means that their workload can be lessened if there is one overarching training provider that can assist with the training of all Landcare and Bushcare staff across the Region. As such a Training Calendar could be developed early on so that volunteer supervisors and volunteers alike can have dates to refer to well in advance.