

Looking Ahead
The Tasmanian Landcare Association
Five Year Plan – September 2010



TASMANIAN LANDCARE ASSOCIATION

BACKGROUND

The previous Tasmanian Landcare Association (TLCA) Strategic Plan was updated in 2002. In Feb 2010 a review was initiated with three regional workshops held across Tasmania. TLCA members, community representatives and Natural Resource Management (NRM) networks were invited to attend. The sessions were intentionally informal, inviting participants to provide their ideas and feedback regarding the opportunities and challenges for community Landcare – and the TLCA; how the TLCA should support community Landcare, what the TLCA is doing well, and what the TLCA can do better. A survey asking the above questions was posted on the TLCA website. People were also invited to contact the TLCA office to provide feedback. Approximately 50 people participated in this process.

Additionally a strategic planning weekend was held at the end of February 2010, facilitated by Sally Darke (KPMG). The TLCA's vision, mission and values were reviewed. Summaries from the regional sessions were considered and further feedback invited. Key Result Areas were identified and later developed into ambitions including specific objectives, goals, measures and targets. An action list for the next 12 months was developed.

Looking Ahead – The TLCA Five Year Plan Draft was reviewed by the TLCA General Committee, staff, community landcarers and other stakeholders, with the final copy endorsed in September 2010.

It is envisaged that the revised Strategic Plan will be a well referenced, working document that directs staff work plans and committee decisions. Organisational progress and performance will be measured against identified targets.

Looking Ahead – The TLCA Five Year Plan will be reviewed in 2015.

The TLCA thanks all participants for being part of this process and for their ongoing involvement in community Landcare.

We also thank our strategic planning sponsors Tasmanian Alkaloids, Rabo Bank and KPMG.



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VISION

The vision of the TLCA is to be the peak membership body that represents, strengthens, supports and grows Tasmania's community Landcare movement to improve the health of our natural and working landscapes.

OBJECTIVES

The objectives of the TLCA are to:

- Promote community Landcare;
- Connect people and organisations with an interest in Landcare;
- Support landcarers with administration, information and funding; and to
- Represent community Landcare as an advocacy body.

VALUES

The values of the TLCA are to:

- Recognise and encourage people's connection to the land;
- Recognise the goodwill of volunteers and supporters, and to appreciate their commitment to Landcare;
- Be an enduring, proactive, vision-oriented and relevant organisation;
- Communicate well and promote the Landcare movement;
- Be a trusted and accessible source of information;
- Support and encourage community landcarers;
- Act with integrity, honesty and respect;
- Be an open and inclusive organisation that fosters cooperation;
- Be non-partisan in representing the views of community landcarers; and
- Ensure that the governance of the organisation follows due process and is guided by the views of our membership.

UNDERSTANDING THE TLCA – SWOC ANALYSIS

Strengths of the TLCA

- The people and their passion (community landcarers, volunteers, committee and staff)
- Endurance – we're still here!
- Ability to find funding – we're resourceful!
- Friendly, approachable staff with a commitment to providing support for our members
- Independent, non-government and non-bureaucratic
- Statewide
- Apolitical and an effective lobby voice
- Grassroots integrity
- Highly identifiable movement through the 'Landcare hands'
- Well developed networks

Weaknesses of the TLCA

- Definition around the regional structures and community Landcare
- Definition around the role of the TLCA and the point of difference with other organisations
- Celebrating our successes
- Selling the benefits of different programs to different audiences
- Financial security and traditional reliance on short term funding cycles (effects staff job security, projects etc)
- Awareness raising and promotion (especially the TLCA website)
- Engaging in new business
- Office systems and infrastructure inadequate for current growth
- Effectively influencing government policy development
- Succession planning for TLCA committees and other volunteers
- Communicating the right message to the right audience

Opportunities for the TLCA over the next five years

- Engaging new people in new ways including young people and individual farmers
- Involving local government, potential landcarers and rural Tasmania
- Building relationships and partnerships with individuals and organisations
- Connecting young people with older people, connecting the country with the city
- Strengthening group support provided by the TLCA
- Sharing stories and experiences that celebrate learning and success
- Being mindful of the language of Landcare
- Renewing Landcare
- Providing reward and recognition through participation
- Engaging in new business including carbon markets, stewardship and other emerging opportunities
- Growing the mindset about what Landcare is
- Advocacy and lobbying to represent the interests of community landcarers
- Linking community Landcare interests with all levels of government
- Playing a lead role in the delivery of regional NRM goals
- Providing input on government policy
- Providing links into state and national NRM programs
- Promoting sustainable food and agriculture
- Becoming financially robust through a range of secure funding sources including philanthropy
- Accessing new funding to continue the devolved grants program for on-ground, statewide Landcare projects
- Helping landholders identify information and support available

Challenges for the TLCA over the next five years

- Financial security
- Simplifying administration processes for groups
- Ageing volunteers and volunteer burn-out
- Responding to the changing nature of volunteering and engaging new volunteers
- Penetrating the saturated space with the Landcare message
- Ensuring the language of Landcare is simple, clear, honest and not bureaucratic!
- Freshening Landcare and renewing interest and energy
- Building and maintaining relationships
- Scale of projects – catchment vs local patch
- Keeping up with changing technologies that affect our business
- Lack of research to adequately understand real issues, not just perceptions
- Clarifying our identity
- Tension between remaining apolitical while lobbying for members

TLCA AMBITIONS

The TLCA's ambitions for the next five years are to:

1. Improve communications;
2. Increase engagement and participation through relationships;
3. Strengthen and expand membership;
4. Become financially sustainable; and
5. Maintain a stable, vibrant and effective organisation.

GOALS	MEASURE/TARGET
Objective 1: To broaden and refresh the Landcare message.	
1. Develop an understanding of the 'Landcare ethic/ethos'.	<ul style="list-style-type: none"> • A Landcare ethic/ethos developed and promoted. • A better understanding of the Landcare ethic/ethos in the community. • Communication Plan developed and implemented. • Wider support gained through membership numbers and increased involvement in Landcare.
Objective 2: To communicate effectively with key audiences using various methods and tools.	
1. Develop a measured and well considered approach to communications that is guided by the TLCA Communication Plan.	<ul style="list-style-type: none"> • Communication Plan completed and implemented.
2. Revise and re-model the TLCA website to promote Landcare and provide support to community Landcarers.	<ul style="list-style-type: none"> • Website revised and re-modelled to promote Landcare and support landcarers. • New website kept current. • Positive website feedback received. • Number of website visits increased.
3. Increase communication to individual landcarers.	<ul style="list-style-type: none"> • Information distributed directly to individuals within the TLCA member groups. • TLCA membership structure adapted for individual memberships, including Key Partner Property owners.
4. Increase communication to the broader community.	<ul style="list-style-type: none"> • Newsletters distributed to journalists, peak bodies, politicians, etc.
Objective 3: To manage knowledge and data effectively.	
1. Improve data management for the TLCA.	<ul style="list-style-type: none"> • Updated, integrated and functioning database providing easy access to information. • Improved reporting capacity for performance monitoring.
2. Improve access to information for landcarers.	<ul style="list-style-type: none"> • Past achievements and experiences shared through the TLCA website including what worked (or failed) and why. • Resources provided on the website to promote best practice techniques and new research.
3. Improve information collection and storage for landcarers	<ul style="list-style-type: none"> • Tools developed to help landcarers monitor and record site or project changes.

6 Ambition 2 – Increase engagement and participation through relationships

GOALS	MEASURE/TARGET
Objective 1: To foster greater social connections to the environment which promote care and participation.	
1. Strengthen connections between the TLCA and care groups.	<ul style="list-style-type: none"> • Most groups that are undertaking Landcare activities are members of the TLCA. • Increased number of Landcare stories promoted.
2. Strengthen connections between the TLCA and individuals including farmers and land owners.	<ul style="list-style-type: none"> • Increased number of Key Partner Properties. • Increased support provided to landowners through access to funding and resources. • Increased membership and participation in the Extra Hands volunteer program. • Adapted membership structure to enable individuals to become members of the TLCA. • Increase number of Landcare stories promoted.
3. Strengthen connections between the TLCA and youth and school groups.	<ul style="list-style-type: none"> • Increased membership and participation in the Extra Hands volunteer program. • A Landcare youth group developed. • Website revised and re-modelled, and interfacing with the TLCA facebook page. • More schools participating in Landcare projects. • Increased number of Landcare stories promoted.
4. Strengthen connections between the TLCA and corporate volunteers.	<ul style="list-style-type: none"> • Increased membership of and participation in the Extra Hands volunteer program by the corporate sector.
5. Strengthen connections between the TLCA and the general public.	<ul style="list-style-type: none"> • More mainstream media introducing community Landcare to the general public.
Objective 2: To create and maintain relevant networks	
1. Identify and develop specific partnerships to deliver program outcomes (ie with the indigenous community, research institutes, industry, NRM regions etc).	<ul style="list-style-type: none"> • Increased partnerships effectively working towards project goals.
2. Communicate what the TLCA can provide to key stakeholders (including members) and the benefits of their involvement (social, environmental and economic).	<ul style="list-style-type: none"> • Specific program benefits well communicated. • Increased participation in programs. • Key stakeholders understand the value of the TLCA to them. • Increased partnerships effectively working towards project goals.
3. Promote an understanding of the stakeholder network and opportunities for community Landcare (including all tiers of government, NRM regions, Landcare Australia Limited, Australian Landcare Council, National Landcare Network (NLN), sub regional groups, non-government organisations and industry).	<ul style="list-style-type: none"> • Network map produced which identifies existing and potential relationships, funding opportunities and the connections between stakeholders.
4. Contribute to regional, state and national plans and processes as a statewide representative body.	<ul style="list-style-type: none"> • TLCA members' interests represented in regional, state and national plans and processes, including through the NLN.

GOALS	MEASURE/TARGET
Objective 1: To ensure effective engagement with existing members.	
1. Provide a valued source of local Landcare information and opportunities to members.	<ul style="list-style-type: none"> • TLCA website visits increased and positive feedback received regarding site content. • Funding and volunteering programs well subscribed. • Feedback received reflects members' satisfaction.
2. Improve exposure through mainstream media.	<ul style="list-style-type: none"> • Communication Plan completed and implemented with regular columns in local newspapers, radio etc.
3. Promote, reward and recognise care groups and individuals contributions, skills, knowledge and project achievements.	<ul style="list-style-type: none"> • Communication Plan completed and implemented with care group articles included in newsletters. • Success stories shared on the website etc.
Objective 2: To improve the capacity of existing care groups.	
1. Maintain on-going conversations with care groups regarding their needs, including volunteer recruitment.	<ul style="list-style-type: none"> • Clear understanding of the needs of care groups. • Increased host subscriptions on the Extra Hands Program.
2. Streamline administration and provide support services to care groups.	<ul style="list-style-type: none"> • Landcare Assistance Program (LAP) funding secured for the long-term. • Increased subscription to bulk insurance services. • Reviewed auditing and incorporation advice available to care groups. • Revised care group support booklets.
3. Support care groups to work strategically in their local area.	<ul style="list-style-type: none"> • Increased number of Action Plans prepared for groups. • TLCA devolved grants program, including the Tasmanian Landcare Fund (TLF) grants continuing to be delivered.
4. Facilitate the exchange of strategies, information, skills and resources to share experiences and knowledge among landcarers.	<ul style="list-style-type: none"> • Communication Plan developed and implemented including new website connecting landcarers. • Conferences, field days, and seminars delivered. • TLCA staff and committee members visiting groups.
5. Support care groups to access training and equipment required.	<ul style="list-style-type: none"> • Care groups accessing training and equipment required. • Devolved grants programs continuing to be delivered by the TLCA.
6. Support leadership development for landcarers.	<ul style="list-style-type: none"> • Training and support received to support new community Landcare leaders. • Landcare success stories and outstanding achievers celebrated through the Landcare awards and other media.
7. Identify the barriers to volunteering for Landcare projects in local communities.	<ul style="list-style-type: none"> • Research completed that identifies barriers to volunteering.

8. Respond to 'Barriers to volunteering' research by adapting existing programs (or developing new ones) to enhance volunteer recruitment.	<ul style="list-style-type: none"> • New programs developed or existing programs adapted to enhance volunteer recruitment.
9. Lobby for the interests of the TLCA membership.	<ul style="list-style-type: none"> • Political decisions are sympathetic to the needs of the TLCA membership. • Improved financial security through funding support.
Objective 3: To identify new membership opportunities.	
1. Promote the benefits of TLCA membership to non-member care groups.	<ul style="list-style-type: none"> • Increased group membership to the TLCA.
2. Develop new membership categories and expand the membership base.	<ul style="list-style-type: none"> • Individual membership structure established and individual members joining. • Key Partner Properties membership structure established and property owners joining.

Ambition 4 – Become financially sustainable

GOALS	MEASURE/TARGET
Objective 1: To be robust and financially secure with multiple revenue sources (some long-term and on-going).	
1. Secure long-term base level funding for some wages and operational costs.	<ul style="list-style-type: none"> • Approx \$200,000 base level funding secured per annum.
2. Apply for funding through grants to meet operational and project needs.	<ul style="list-style-type: none"> • Increased number of targeted grants received that help deliver goals within the Strategic Plan. • Further Australian Government funding received.
3. Secure additional funding for the Extra Hands program.	<ul style="list-style-type: none"> • Increased funding for Extra Hands contributing towards program costs.
4. Gain support through sponsorship to supplement the resourcing of activities and programs.	<ul style="list-style-type: none"> • Increased funds provided by sponsors and additional in-kind sponsorship received.
5. Grow the Tasmanian Landcare Fund (TLF) to include more donors and more funds available for on-ground Landcare projects.	<ul style="list-style-type: none"> • Increased number of donors of the TLF. • Increased funds available through the TLF for on-ground projects.
6. Secure contracts to deliver services that match the TLCA objectives.	<ul style="list-style-type: none"> • Increased cash flow through contract services delivered.
7. Improve financial reporting.	<ul style="list-style-type: none"> • Improved financial reporting processes, including annual budgets.
8. Improve the TLCA General Committee members' understanding of the organisation's finances.	<ul style="list-style-type: none"> • Support provided to committee members to expand their financial literacy. • All members of the TLCA General Committee can read and interrogate monthly financial reports.

GOALS	MEASURE/TARGET
Objective 1: To ensure effective governance of the TLCA.	
1. People able to nominate for the General and Executive Committees represent the overall membership.	<ul style="list-style-type: none"> • Rules of the Constitution enable fair representation of the membership.
2. Keen and committed members working co-operatively on the General and Executive Committees.	<ul style="list-style-type: none"> • 100% subscription for Committee member nominations. • All Committee members engaged and aware of their responsibilities to the TLCA membership.
3. The direction for the TLCA is clear and well understood.	<ul style="list-style-type: none"> • The Strategic Plan is used to guide the decisions of the Committees. • Goals achieved and measures delivered from the Strategic Plan. • Current, relevant policies in place and referenced to guide decisions and operations.
Objective 2: To maintain a team of well directed, highly productive and fulfilled staff.	
1. TLCA staff are well directed.	<ul style="list-style-type: none"> • The Strategic Plan is used to guide staff workplans. • Current, relevant policies in place and used to guide operations.
2. TLCA staff are engaged, committed and high performing.	<ul style="list-style-type: none"> • Performance reviews indicate high levels of achievement by TLCA staff. • Goals achieved and measures delivered from staff work plans.
3. TLCA staff feel valued, and are happy and content.	<ul style="list-style-type: none"> • Performance reviews show staff feel valued, and are happy and content in their workplace. • High levels of staff retention. • Staff smile and laugh a lot!

10 Action Plan – Targets to be achieved in 2010/11

AMBITION	ACTION	WHO'S INVOLVED	HOW	WHEN	CONSIDERATIONS
1, 2, 3	Communication Plan prepared	Executive Officer (EO), Extra Hands (EH) Co-ordinator	<ul style="list-style-type: none"> Secure funding Engage EH Coordinator in extra hours 	Apply for funding asap	<ul style="list-style-type: none"> Reliant upon funding
1, 2, 3	Website re-modelled	All staff, review by Committee	<ul style="list-style-type: none"> Woodend funding, engagement of Project Officer, consultant 	Sept – Nov and on-going	<ul style="list-style-type: none"> Need protocol for updating website and to include web management in staff work plans
1, 2	New TLCA fliers that explain the specific programs and benefits of membership /involvement	EO, EH Co-ordinator	<ul style="list-style-type: none"> Communication Plan prepared first to identify key messages, methods and target audiences 	Apply for funding asap	<ul style="list-style-type: none"> Reliant upon funding
1	Improved data management	All staff, Consultant	<ul style="list-style-type: none"> Some funding received 	Sept – Nov and on-going	<ul style="list-style-type: none"> Reliant upon more funding
1, 2, 3, 5	Membership structure reviewed and new categories developed	All staff, Committee	<ul style="list-style-type: none"> General Crttee meetings, operational changes 	All year	<ul style="list-style-type: none"> Needs to be an inclusive discussion of the membership. Will require Constitutional changes
1, 2, 3	Quality delivery of core programs – Extra Hands, Key Partner Properties and Action Planning workshops	All staff especially EO and EH Co-ordinator	<ul style="list-style-type: none"> Develop sound foundations, systems and procedures – build relationships 	All year	<ul style="list-style-type: none"> Need realistic expectations with resource constraints
3, 4	Quality delivery of the Tas Landcaring Grants program and on-going funding received	All staff especially Project Manager and Officer, Steering Committee and Technical Assessment Committee	<ul style="list-style-type: none"> Staff commitment, demonstration of success and value for money with TLCA delivery 	Until Sept 2011 and on-going	<ul style="list-style-type: none"> Implementation of Terms of Ref, Procedures Manual, Comms Plan, MERI etc

4	Financial security	EO and Committee	<ul style="list-style-type: none"> Lobby State and Fed Govts. Apply for new funding including Caring for our Country (C4OC). Apply for other grants. Grow the TLF 	All year	<ul style="list-style-type: none"> Highest priority
4	Improved budgeting and financial reporting	EO, Finance and Admin Officer, Exec, esp the Treasurer	<ul style="list-style-type: none"> New Caixa software, consistent coding 	All year	<ul style="list-style-type: none"> Essential for reporting
4	TLF rounds well subscribed with growing support and increased project delivery	EO, Executive Committee	<ul style="list-style-type: none"> Apply for funding to engage extra staff member (1 day/wk) 	Sept – Nov and on-going	<ul style="list-style-type: none"> Need realistic expectations with resource constraints Additional funding required
4	Committee members financially literate	EO, Committee members	<ul style="list-style-type: none"> Support at General Committee meetings 	Dec and March	<ul style="list-style-type: none"> Committee members have varying levels of financial literacy. Offer ongoing support if needed
5	Staff happy and fulfilled in their workplace.	EO	<ul style="list-style-type: none"> Well supported team, clear goals, open and inclusive processes 	All year	<ul style="list-style-type: none"> Some staff requests reliant upon funding
5	Office environment improved re functionality and aesthetics.	EO	<ul style="list-style-type: none"> Consider moving office or improving existing workplace 	All year	<ul style="list-style-type: none"> Reliant upon funding
5	Clear policies and procedures in place to guide organisational decisions and staff activities.	EO, Executive Committee	<ul style="list-style-type: none"> Develop/review individual policies 	All year	<ul style="list-style-type: none"> Need realistic expectations with resource constraints

