



# Strategic Plan

---

The purpose of this document is to outline our organisation's vision, mission, core values and modes of operation. It also describes the context in which we operate. It was developed through a series of workshops<sup>1</sup> with board members and staff of Southern New England Landcare between 2002 and 2005, and reviewed and updated by board members in December 2012, 2014, 2019, and 2020. The board has since reviewed the Strategic Plan in June 2021, June 2022 and August 2023.

## Who are we?

Southern New England Landcare<sup>2</sup> is a member-based, community-run, not-for-profit organisation based in the Southern New England region of New South Wales. Our members are individuals and groups, including but not limited to Landcare groups<sup>3</sup>, from both rural and urban settings.

## Vision

Our vision is for vibrant, socially, and economically healthy communities, thriving in healthy, biodiverse and productive environments.

## Mission

Our mission is to lead, connect and enable our communities to reach their sustainability goals in a changing environment.

## Goal

Our goal is to connect, engage and enable our members through participatory leadership, facilitation, and networking, which helps them:

1. better manage natural resources and the environment
2. improve agricultural productivity and profitability

---

<sup>1</sup> Additional information and workings from those workshops are contained in the document "Strategic Plan Appendices".

<sup>2</sup> Landcare is a community-based approach that has played a major role in raising awareness, influencing farming and land management practices, and delivering environmental outcomes across Australian landscapes. It captures a range of activities such as soil conservation, management of erosion and salinity, sustainable farm practices, restoration of native habitats, revegetation, control of weeds and pests and the development of local natural resource management skills and knowledge. While a key element of Landcare is the voluntary network of more than 6,000 groups across Australia, there are many farmers, landholders and urban community members that undertake this important work but are not affiliated with any Landcare group. (Source <http://www.daff.gov.au/natural-resources/landcare>, 25.8.2014).

<sup>3</sup> Landcare groups are any community-based group working on Landcare issues. Groups may be geographically based, or issue based. They are largely networks of people.

3. achieve more sustainable lifestyles and livelihoods.

We aim to conduct our organisation in an ethical way, with integrity and accountability.

## Core values

Our actions and decisions are guided by the following core values, attitudes, and beliefs:

- use of participatory leadership processes
- respectful attitudes towards each other
- strong, capable communities
- strong relationships with our shareholders, customers, and stakeholders and
- regenerative practices that increase biodiversity, profitability, and sustainability.

Southern New England Landcare uses a set of policies and procedures to guide our operations. These can be found at [www.snelandcare.org.au](http://www.snelandcare.org.au).

## Context

Figure 1 illustrates the context in which our organisation operates, including the economic climate, trends, political, technology and other factors.

Figure 1. The context in which Southern New England Landcare operates.



## Organisational structure

Southern New England Landcare Ltd formed in 2002 when SNELCC Inc<sup>4</sup> was attracting funding more than the limits recommended for incorporated associations, by the NSW Department of Fair Trading.

SNEL Ltd is a company limited by guarantee, whose members are a nominated representative from each member Landcare group. The board of Southern New England Landcare Ltd is made up of 7-10 elected members.

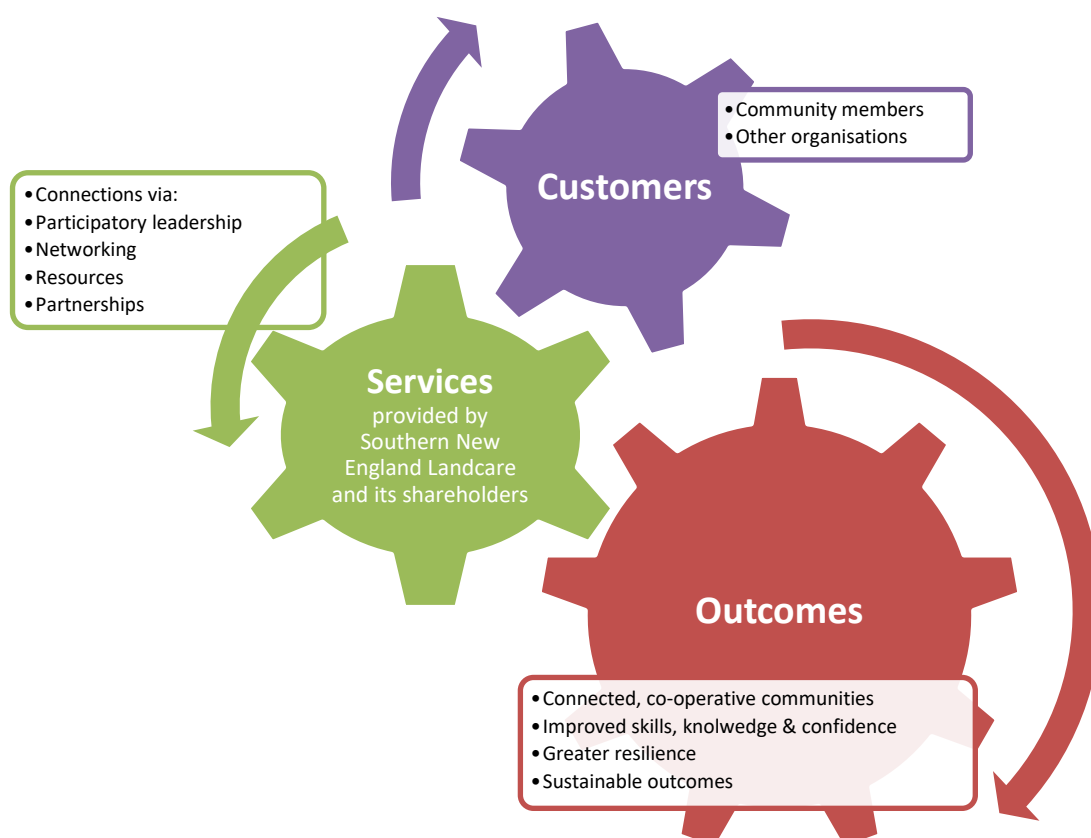
Southern New England Landcare's roles include servicing the needs of both funders and members.

## Customers, services, and outcomes

Our services include participatory leadership, facilitation, networking opportunities, partnerships, and resources.

The *outcomes* we produce can be expressed as: connected, cooperative communities; improved skills, knowledge, and confidence; greater resilience, and sustainability.

*Figure 2: The relationship between Southern New England Landcare's customers, services, and outcomes. Enabling customers to contribute to sustainability outcomes through leadership, networking, facilitation, resources, and partnerships creates 'leverage' and far greater outcomes than might otherwise have been achieved.*



<sup>4</sup> Southern New England Landcare Coordinating Committee Inc (SNELCC) formed in 1994 when four local Landcare groups decided there was value in forming a local network of Landcare groups. SNELCC grew to represent some 32 local Landcare groups and numerous individual members. The SNELCC Committee was formed from one representative of each member Landcare group. The Executive Committee was then elected from that group. After SNEL Ltd formed, SNELCC Inc used the tag line 'Representing Landcare in our region'. SNELCC Inc was dissolved by consensus in 2017.

## Objectives

Southern New England Landcare has four key objectives that support our vision:

1. Enable innovative, regenerative initiatives for natural resources, agriculture, environment and communities.
2. Build and service our networks.
3. Build and maintain staff and board capacity.
4. Provide financial security for our organisation.

For our organisation to be successful, it is important that the four key areas of objectives, strategies and actions are “balanced”. See Figure 3 below.

Figure 3. Our four strategic objectives support our vision.



To reach our strategic objectives, we have strategies and actions, that will be implemented over time. These are set out in our Local Priority Plan and are included in the summary below (Figure 4).

Figure 4. Summary of our organisational Strategic Objectives and Strategies.

1. Build and service our networks	2. Enable innovative regenerative initiatives for natural resources, agriculture, environment & communities	3. Build and maintain staff and board capacity	4. Provide financial security for our organisation
<ol style="list-style-type: none"> <li>1.Support and strengthen Groups to harness the benefit of group processes in delivery mechanisms.</li> <li>2.Encourage more individuals to access our network and groups by making ourselves accessible through a variety of channels.</li> <li>3.Maintain current and foster new partnerships for the strategic delivery of initiatives.</li> </ol>	<ol style="list-style-type: none"> <li>1.Develop community ownership and responsibility for NRM by maintaining currency of Regional Action Plan</li> <li>2.Develop programs based on the RAP, current funding opportunities, partnerships, and member capacity.</li> <li>3.Implement and promote programs/projects.</li> <li>4.Monitor, evaluate and review programs &amp; projects.</li> <li>5.Capture and document outputs/outcomes.</li> </ol>	<ol style="list-style-type: none"> <li>1.Provide organisational continuity and corporate memory through documented policies and procedures.</li> <li>2.Define staffing needs and ensure staff are supported in managing workload.</li> <li>3.Determine infrastructure needs.</li> <li>4.Provide training to enable Board and Staff to carry out their roles effectively.</li> <li>5.Review performance.</li> <li>6.Demonstrate good governance.</li> </ol>	<ol style="list-style-type: none"> <li>1.Broaden our funding base.</li> <li>2.Ensure systems in place for financial control and accountability.</li> </ol>

# Appendix 1 - Definitions

## Shareholders/Members

Our shareholders are our members, who subscribe to our organisation (either as groups or individuals), and who contribute capital, labour and knowledge towards defined outcomes.

Our shareholders relate to our shareholder value proposition:

*"Connect with your community and achieve your sustainability goals in a changing environment."*

## Customers

Our customers fall into two categories:

1. Direct customers, for example, governments and/or funders, who pay us and our shareholders (members) in some way to achieve outcomes.
2. Indirect customers, that is, the wider community, who in the longer term, reap the benefits of those outcomes.

Our customers relate to our customer value proposition:

*"Connect with real communities. Contribute to real change for the better."*

We enable our customers to contribute to real sustainability outcomes in real communities. They can have their sustainability dollar leveraged to

- connect with cooperative, like-minded communities
- contribute to better sustainable living confidence, skills, and knowledge
- achieve greater community and environmental resilience outcomes.

## Stakeholders

Our stakeholders are in many instances also our partners. They contribute in some way whether it be financially or in-kind to our outcomes. They include, but are not limited to:

- Community members
- Local, State, Federal Governments
- Volunteers
- Meat & Livestock Australia
- Contractors
- Local businesses
- Schools
- Cooperative Research Centres
- New England Landcare networks
- University of New England
- Landcare NSW Inc
- Others
- Local Land Services

## Annual Action Plan/Local Priority Plan

Our annual action plan (also referred to as Local Priority Plan) was most recently updated with support from the 2018-2023 NSW Landcare Support Program. We aim to review it annually.