Landcare Support Strategy

Corangamite Regional Landcare & Community Natural Resource Management Groups Support Strategy
2004-2009
Our Vision:

“Our community – inspired to build a healthy catchment”

This strategy:

1. Identifies the support that will assist community based natural resource management groups to have knowledge, skills and confidence to achieve on-ground outcomes in their local area.

2. Has been developed in a partnership between community based Natural Resource Management Groups and the Corangamite CMA.

3. Focuses on group support, not land management issues.

4. Will be reviewed annually to allow us to reflect on activities, learn from each other and update the strategy where required.

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![Planting Day with Mercy College students](image1.jpg)

![Landcare works best when everyone works together – Cooriemungle TXU Project.](image2.jpg)
Foreword

With very few exceptions, all improvements in our region’s natural resources involve volunteers, and many of those volunteers are involved in Landcare and other associations.

This strategy aims to assist those volunteers, and has been created from their thoughtful inputs and experiences, and their aspirations for what can be done to make their contributions even more effective. The strategy also aims to increase the coverage of Landcare on private land, as some 80 per cent of land managers in our region are yet to be involved in the movement.

Corangamite CMA’s Board very much appreciates that Landcare and other volunteers already contribute between two and three times the value of outlays made by government on natural resource management in this region.

But this strategy is more about people than natural resource problems. It is about all those things that help to spark enthusiasm and initiatives – such diverse things as: building communities; smoother communication; better knowledge; developing skills; celebrating successes; learning from failures; understanding bureaucracies, and many others.

Among all these things, one stands out: the idea of community. Landcare and other volunteer groups are playing an enormously important role in helping to maintain and build rural communities, and in bridging the urban-rural divide. It’s easily overlooked, but ought not to be underestimated.

I commend the strategy and congratulate its contributors and authors. I’m sure all readers will find something here to inspire and support their endeavours.

Dr Peter Greig
Chairman
Corangamite CMA Board
2004
Acknowledgements

This strategy was developed for the community by the community. Grateful appreciation and acknowledgement is deserved by:

- The members and coordinators of the community based natural resource management groups, and other workshop participants that actively contributed to the workshops and sent in their feedback on the workshop data and community draft strategy
- The Project Steering Committee that was formed to guide the development of the strategy comprising:
  
  **Corangamite CMA Board members:**
  - Roger Hardley (Landcare member)
  - Val Lang (Landcare member)

  **Corangamite CMA Sustainable Agriculture and Land Management Implementation Committee members:**
  - Mike Cosgriff (Chair) (Landcare member)
  - Jeanette Bellchambers (Landcare member)
  - Peter Stephen (Landcare member)
  - Geoff Brown (also workshop facilitator)

  **Landcare Coordinator:**
  - Stephen Guy (Landcare member)

  **Department of Primary Industries:**
  - Tarnya Kruger/Paul Whinney

  **Corangamite CMA Regional Landcare Coordinator:**
  - Jo Roberts/Polly Hall

  **Les Robinson for sharing his 7 Doors learnings.**

Andrea Mason addresses Ballarat University students in the ‘Coast to Country’ catchment tour at Inverleigh.

Hendynook Waterwatch education with Cobden Technical Students.
1. A snapshot of the strategy

EXECUTIVE SUMMARY

This strategy was developed in a partnership between Landcare and other community based natural resource management (NRM) groups and the Corangamite CMA. It identifies support that will assist groups to gain the knowledge, skills and confidence to achieve on-ground outcomes in their local area.

The content of this strategy emerged from four community workshops where participants shared their success stories about Landcare. The key reasons for success from these stories were identified as fundamental to ongoing success – refer to section 7: Keystones for success (pg 22).

Workshop participants identified their future visions for Landcare - their hopes and dreams – refer to section 8: Preferred futures (pg 23). Participants recognised that community based groups benefit by developing clear visions and goals.

Participants developed ideas for helping Landcare to move toward their vision(s) – refer to section 9: Arenas of activity (pg 26) and developed strategies that take into account:

- What is working in Landcare and what we should keep as we move into the future
- Our preferred future Vision
- How to build on opportunities
- How to overcome barriers and obstacles.

The ideas and data derived from the workshops and community feedback have been interpreted to create a strategy that aims to communicate ‘Landcare’ support needs to investors, agencies, industry groups and community based natural resource management groups. It is recommended that a Regional Landcare and Community based Natural Resource Management Advisory Committee be formed to oversee the implementation and review of this strategy.

The strategy review process will occur annually to encourage reflection on activities and identification of key learnings that will inform an update of the strategy.

Any organisation, community group or individual wanting to support the continued development and success of Landcare and other community based NRM groups can use the strategies and actions that are most relevant and useful to them.

<table>
<thead>
<tr>
<th></th>
<th>On-ground</th>
<th>Landcare support positions (coordinators/facilitators)</th>
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<tbody>
<tr>
<td>Local</td>
<td>Estimated at least $4.4 M</td>
<td></td>
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<tr>
<td>Regional</td>
<td>$150,000</td>
<td>$180,000</td>
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<tr>
<td>State</td>
<td>$300,000</td>
<td>$648,000</td>
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<tr>
<td>National</td>
<td>$520,000</td>
<td>$828,000</td>
</tr>
<tr>
<td>Total gov’t investment</td>
<td>$970,000</td>
<td>$828,000</td>
</tr>
<tr>
<td>Total investment (at least)</td>
<td>$5.37 M</td>
<td>$828,000</td>
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**ACTION CRITICAL TO THE SUCCESS OF THIS STRATEGY**

For the full list of strategies and actions refer to section 8 (pg 23).

Actions have been grouped into 7 Arenas based on the 7 Doors approach to Program Design (© Les Robinson 2004) – refer to section 14 (pg 46).

The 7 Doors approach to Program Design is a program planning tool which focuses on overcoming the barriers to social change and enabling communities and groups to achieve their own aspirations towards healthy, safe and prosperous futures.

The 7 Doors approach informs us that a program that includes strategies to address each of the Seven Doors will be more effective and successful than programs that focus on just a few. In this strategy, we have called each of the 7 Doors – ‘Arenas’.

**Arena 1: “We wish”**

◆ Groups develop action plans that enable them to have an increased understanding of the social, environmental and economic assets in their local landscape and set targets for local assets.

◆ Groups and Corangamite CMA understand the relationship between local priorities and regional priorities.

**Arena 2: “We know”**

◆ Education of ‘new’ land managers.

◆ Annual Regional Landcare Forum for community members to share knowledge, experience and learnings and to review progress of this strategy.

**Arena 3: “We can”**

◆ Community Group capacity building and training package developed and implemented.

◆ Supporting development of partnerships between community based natural resource management groups and corporates, agricultural industry, local government, Corangamite CMA, DPI and DSE.

**Arena 4: “It’s easy!”**

◆ Simplify and clarify funding processes.

◆ Coordinators/facilitators are skilled in supporting groups to more fully understand the social, environmental and economic assets in their local landscape, set targets for local assets, develop local action plans, evaluate and learn from projects.

**Arena 5: “It’s not alone”**

◆ Regional ‘Landcare’ newsletter.

◆ Annual Regional Landcare Community Forum.

◆ Landcare strengthens, develops and manages partnerships.

**Arena 6: “Where it all comes together”**

◆ Work with a range of partners to design and implement effective events.

**Arena 7: “That was great!”**

◆ Regional Landcare/Environmental Awards (channelling into State and National) and celebrations to be supported and developed.

◆ Annual Landcare success stories reports – Regional.

The ‘StickyBeak’ bus tour designed to look at Landcare and community group’s success projects.
2. Why are we doing this?

PURPOSE OF THE STRATEGY
This strategy identifies the support that will assist Landcare and community based natural resource management groups to gain the knowledge, skills and confidence to develop goals and achieve on-ground outcomes in their local area.

AT A LOCAL LEVEL
This strategy has been developed to support locally identified needs and will:
◆ assist with the development of successful funding submissions
◆ provide simple group support tools
◆ promote the sharing of stories and resources.

AT A REGIONAL LEVEL
Catchment Management Authorities (CMAs) are responsible for the regional coordination of Landcare.
Agreements between the Australian and Victorian governments and between the Victorian Government and the Corangamite CMA assign accountability for regional allocation and expenditure of government funding to the Corangamite CMA.
A recent agreement between CMAs and the Joint State Commonwealth Steering Committee has transferred liability from funding bodies to CMAs.
The Corangamite CMA has accepted these responsibilities, accountabilities and liabilities for Landcare coordination, support and government investment at a regional level. It is responsible for the development of this strategy and will share the responsibility for its implementation.
The strategy will identify the components required to support investment in community management of natural resources.

Why community based NRM groups matter
Community based NRM Groups and networks (alliances of groups) can be considered as ‘social assets’ that enable:
◆ Groups of land managers to set targets or goals for their local ‘landscape’ rather than just individual parcels of land
◆ Development of a platform for volunteer groups of people to plan and implement projects to protect and enhance their local landscape
◆ Shared learning and sharing of technical and experiential knowledge
◆ Sharing of resources and
◆ Influence on priorities for regional catchment management.

The importance of Landcare coordinators
Community NRM coordinators / facilitators are an investment in natural resource management through helping to build community capacity (social assets). Linking coordinator / facilitator investment to targets set for community capacity allows a link to be made to landscape (biophysical) targets. (Rowley 2004)
‘They have made a significant impact in increasing awareness of Natural resource management issues and promoting behavioural and attitudinal changes among landholders.’ (NLP 2003)
They achieve this by supporting groups and networks to:
◆ Understand and set targets for their landscape
◆ Form and maintain partnerships
◆ Implement on ground projects
◆ Access appropriate technical support
◆ Develop investment proposals
◆ Contribute to regional planning.

Draft Regional Landcare Support Strategy targets
Corangamite CMA will develop targets aimed at building the capacity of existing and new Landcare communities. Following are early draft targets:
◆ Increase community involvement in NRM groups by 50%
◆ Increase coverage of community based NRM groups to 95% of private land
◆ Increase community based NRM group networking and communication
◆ Increase community based NRM group knowledge and skills.
This strategy will be a supporting Strategy for the Corangamite Regional Catchment Strategy 2003-2008.
AT A NATIONAL LEVEL
As a supporting strategy of the Corangamite Regional Catchment Strategy this document develops thinking about a specific area of the region’s social asset.

This will enable improved funding applications for Australian and Victorian government investment, as well as aligning with supported arenas of activity in the National Landcare Program, Natural Heritage Trust and National Action Plan for Salinity and Water Quality.

AT A STATE LEVEL
This strategy will enable the region to access Victorian Government investment for Landcare support and on-ground works.

The Victorian Action Plan for Second Generation Landcare (DNRE 2002) describes a vision for Landcare, Healthy Landscapes – Sustainable Communities, based on the Landcare guiding principles:

- Landcare is a shared enterprise relying on partnerships
- Innovation, integration and diversity are required to address complex situations
- People achieving and learning together build stronger communities
- Regionalism provides an appropriate scale to maximise access and opportunities for local actions.

The Victorian Action Plan for Second Generation Landcare recommends that five year Regional Landcare Support strategies be developed in each CMA region.

Model 1: Strategy purpose

Government purpose & policy

Regional Priorities

Community values and aspirations of people and Landcare groups

- A healthy environment
- People working together
- Celebrating success
- Friends and relationships

Local priorities

Landcare support strategies and actions occupy the “intersecting zone” between government policy and community Landcare group values aspirations and norms.
3. How did we do it?

STRATEGY DESIGN AND LOGIC

The Project Steering Committee recommended that the Landcare and Community based Natural Resource Management Group Support Strategy be ‘built’ by the community group members.

The Landcare community was invited to participate in a series of workshops and contribute their knowledge and experience to the development of the strategy.

The stories, visions, strategies and actions collected from the workshops and community feedback process has provided the basis for this Landcare and community based NRM group strategy.

SERIES OF WORKSHOPS & COMMUNITY PARTICIPATION

Series 1 Workshops

Three workshops held in March 2004 (Camperdown, Buninyong and Lorne).

These workshops were designed to create lots of data and ideas – refer to Model 2 (pg 10).

Approach used

The Workshops used an Appreciative Inquiry approach and activities to support participation and involvement.

The Appreciative Inquiry approach was used because it seeks to discover and carry forward what is actually working. Landcare has been very successful in the Corangamite Region and there are things we need to continue, even as Landcare changes into the future.

At the community workshops, participants shared their own success stories about Landcare. From these stories, the key reasons for success were gathered – refer to section 7: Keystones for success (pg 22).

Participants then identified their future vision for Landcare, their hopes and dreams – refer to section 8: Preferred futures (pg 23).

Ideas for helping Landcare to move forward then emerged from workshop discussions and activities. Strategies were developed with combined consideration of:

♦ what is working in Landcare
♦ building on opportunities
♦ overcoming barriers and obstacles
– refer to section 9: Arenas of activity (pg 24).

These considerations were all made in the context of the social, economic and environmental forces shaping this region (Corangamite CMA 2003).

A decision was made by the authors to group the data into seven themes or arenas. The model used was based on the 7 Doors Approach – refer section 14 (pg 46).
How did we do it?

Writing the Strategy

The ideas and data have been interpreted to create a strategy that will clearly communicate “Landcare” support needs to investors, agencies, industry groups and community based natural resource management groups.

Any organisation, community group or individual wanting to support the continued development and success of Landcare and other community based NRM groups can take on board the strategies and actions that are most relevant and useful to them.

Many of the actions listed in the tables in 8b. Strategies and Actions are already happening in some groups and networks.

These can continue or be done more effectively and be taken up by other groups as appropriate.

The tables also identify new actions that are not currently happening in this region.

Community Feedback Process

The ideas and data from the three community workshops were posted out to workshop participants and all Landcare groups for comment and review. Feedback forms received containing additional stories, visions and comments supplemented the workshop data. Workshop participants gathered additional stories from the Landcare community.

These stories provide a rich insight into the elements that have influenced the development of this strategy – refer section 13: Landcare story telling (pg 42).

Series 2 Workshop


This workshop was designed to prioritise and analyse the data from the Series I workshops and the Community Feedback process.

The key aim of this workshop was to identify a final group of Strategies and Actions to be included in the final Landcare Support Strategy.

Model 2: Design logic

Series 1 Workshops

Diverging Stage

The issue Landcare Support

Brainstorming Expanding Lots of ideas

Grouping & sorting of ideas

Evaluation Analysis Prioritisation

Decision-making Work plans

Series 2 Workshops

Converging Stage

Final data for Landcare Support Strategy
4. What’s the big picture?

**AT A LOCAL LEVEL**

In Corangamite CMA region there are around 130 volunteer community Landcare and environmental groups. These groups are involved in the development and implementation of a number of diverse local catchment and environmental strategies. Locally developed strategies for on-ground action and group activity are highly valued by the local communities and the Corangamite CMA.

Current local private investment of cash and in kind support is conservatively estimated by National Landcare Program to be in the order of $2.6 for every $1.0 of public investment.

| 2003/04  | At least $4.4 M |

**AT A REGIONAL LEVEL**

The Corangamite CMA organisational purpose is “Inspiring Communities to Build Healthy Catchments.”

The Corangamite Regional Catchment Strategy (RCS) 2003-2008 defines Community, under Social Assets, as “The people and social organisations that comprise a community and their skills; community and individual knowledge and confidence; community structure; and social cohesion.”

The RCS aspirational goal of ‘Cohesive, Innovative Communities which value and protect natural resources and participate in planning for the future’ embraces Landcare and is supported by the following relevant Management Action Targets:

- Encourage community involvement and ownership of natural resource management issues in the region. Provide information and resources at a local level to help develop appropriate actions
- Develop and promote partnerships with other key resource management organisations such as water authorities, local government, non-government and disaster and response groups
- Use ongoing NRM work as a teaching tool, increase support for the environmental education of children
- Improve access to information across all levels of government to target specific groups
- Make regional knowledge more accessible by developing points of personal contact that function as a network of individuals and agencies.

Current investment that comes from regional funding (Corangamite CMA) to Landcare groups/networks

| 2003/04  | $150,000 On-ground investment |

Local action at the Bellarine Secondary College Nursery and a partnership at work.
AT A NATIONAL LEVEL

Three Australian Government programs support landcare capacity building and on-ground works:

1. The National Landcare Program (NLP) has been the major Australian Government initiative supporting the Landcare movement – specifically landcare groups made up of landholders (land managers) and local communities.

   The NLP key directions for supporting Landcare are:
   - Building skills for Landcare group members and coordinators
   - Communicating Landcare successes and failures
   - Efficient and effective funding approaches
   - Building the Landcare ethic
   - Reinvigorating the movement
   - Insurance
   - Reforming national bodies (DAFF 2003)

2. The National Action Plan for Salinity and Water Quality has the goal of motivating and enabling regional communities to use coordinated and targeted action to:
   - prevent, stabilise and reverse trends in salinity, particularly dryland salinity, affecting the sustainability of production, the conservation of biological diversity and the viability of our infrastructure
   - improve water quality and secure reliable allocations for human uses, industry and the environment. (www.daff.gov.au)

3. The Natural Heritage Trust, including investment through the Regional Catchment Investment Plan process and Envirofund, will be implemented through four programs.
   - The Landcare Program will invest in activities that contribute to reversing land degradation and promoting sustainable agriculture.
   - The Bushcare Program will invest in activities that contribute to conserving and restoring habitat for the native flora and fauna which underpin the health of the landscape.
   - The Rivercare Program will invest in activities that contribute to improved water quality and environmental conditions in river systems and wetlands.
   - The Coastcare Program will invest in activities that contribute to protecting coastal catchments, ecosystems and the marine environment. (www.nht.gov.au)

AT A STATE LEVEL

The Victorian Government has a range of community partnerships that contribute to Government policy and practices which are relevant to Landcare:

- The Victorian Catchment Management Council (VCMC)
- The Victorian Environmental and Assessment Council (VEAC) and Commissioner for Ecologically Sustainable Development
- The Victorian Economic and Social Advisory Council (VESAC).

The Victorian Government is responsible for land management through the Department of Sustainability and Environment, the Department of Primary Industries and for communities through the Department of Victorian Communities.

“Landcare presents a significant opportunity to enhance environmental outcomes and build community ability to meet future needs.” (DNRE 2002)

The Victorian Government invests in Landcare support and on-ground works through the Victorian Landcare Program.

| Current Victorian Govt investment that comes through the CMA to groups/networks |
|-------------------------------|------------------|
| 2003/04                       |                  |
| $180,000 Landcare support positions | $300,000 On-ground investment |

The Victorian Government invests in Landcare support and on-ground works through the Victorian Landcare Program.

| Current Australian Govt investment that comes through the Corangamite CMA to Landcare groups/networks |
|-------------------------------|------------------|
| 2003/04                       |                  |
| $648,000 Landcare support positions | $520,000 On-ground investment |
5. What’s happening now?

GOVERNMENT FUNDING SOURCES

NHT Envirofund
- Local and regional priorities, environmental care and biodiversity conservation

National Landcare Program
- Local and regional priorities, sustainable production and resource management

Victorian Second Generation Landcare Action Plan Program
- Local and regional priorities, on ground work and community support

National Action Plan for Salinity and Water Quality
- Regional priorities for salinity and water quality

Natural Heritage Trust
- Regional priorities for biodiversity conservation

CORPORATE, PHILANTHROPIC AND INDUSTRY PARTNERSHIP INVESTMENT

ORGANISATIONS PROVIDING SUPPORT

Local government
- Employment support
- Technical support
- Access to equipment

Corangamite Catchment Management Authority
- Funding access
- Priority setting
- Partnership support
- Coordination
- Technical support

Greening Australia, Trust for Nature, other non-government organisations

Primary Industry Peak Bodies

Landcare Australia Ltd
- Supporting partnerships
- Technical support

Department of Primary Industries and Department of Sustainability and Environment and others
- Technical
- Employment support

Model 3: What’s happening now?

Changing landscapes & results achieved evaluation, reflection and learning unexpected outcomes, stories of impact

Landcare (and other) networks
- “Alliances of groups”
- “Doing stuff”

Government Investment coming into Landcare for support positions and on ground works in alignment with the Regional Catchment Strategy

Some groups working independently without coordinator or network support

Huge outcomes and return for investment

A range of people working together to achieve common goals

More prosperous communities; environmental outcomes; social capital

Commitment that Landcare makes to the environment for future generations

Social

Economic

Environment
6. Who are we?

THE LANDCARE PATCHWORK

There are around 130 Landcare and other community based natural resource management (NRM) groups in the Corangamite CMA region, comprising at least 3,000 members. These groups also engage the support of many non-member volunteers on various occasions. Some of these local groups have formed alliances and networks.

The diversity of the groups and their reasons for being reflects the complexity of the landscape in the region – embracing rural, urban and coastal communities. Groups work to protect, enhance and restore the landscape on both private and public land.

Groups are diverse and range in ‘maturity’ from recently formed to well established; from small in membership with a simple purpose, to large in membership tackling complex integrated projects. The support needs of individual groups are as diverse as the groups themselves.

Cohesive and vibrant community groups:
- have knowledge and skills
- have understanding of and aspirations for their local landscape and community
- have willingness and passion to protect and improve their landscape
- develop effective partnerships with government, industry and business
- celebrate success and share stories
- are in control of their own destiny
- bring land managers together to set goals and targets for the broader landscape.

Some Landcare ‘Networks’ (alliances of groups) are supported by government-funded coordinators/facilitators/project managers, whose roles vary and include:
- facilitating local planning and contributing to regional planning;
- knowledge sharing
- linking groups with technical experts
- developing and organising group activities
- building the skills of members and committees
- assisting with investment proposals
- forming and supporting partnerships.

Many groups that are not part of a network have no support from government-funded coordinators/facilitators/ project managers.

As well as community based groups that implement NRM projects on-ground, many individual land managers have adopted Landcare principles and implement projects that protect, enhance and restore the land, water and biodiversity assets on the land that they manage.

Reflections on community

Context: These comments shared at workshops were in response to the question: “Share one thing about your community.”

“There are now no cricket clubs or football clubs – only the fire brigade and Landcare is one of the few opportunities left for a social gathering”

“You don’t own the land – the land owns you.”

“120 members – 3 or 4 new members every meeting – people are hungry for information.”

“Everyone in our area wants to make a living from the land.”

“Beeac – 12 months ago you could buy a house for nothing – now you’re on a waiting list.”

“People don’t just talk about it – they do it!”

“A farmer’s got to come here and have a holiday – we’ll look after it for you.” (Lorne)

“The same people do the same stuff. They’re not tired.”

“Lots of people are interested. It’s not quite cohesive.”

Groups and communities proud of their achievements.
Who are we?

COMMUNITY LANDCARE AND NATURAL RESOURCE MANAGEMENT GROUPS IN THE CORANGAMITE REGION

Table 2: Current list of groups

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<tr>
<th>Code</th>
<th>Group</th>
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<tbody>
<tr>
<td>1</td>
<td>Alvie Tree Planting Group</td>
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<td>2</td>
<td>Anakie &amp; Maude Landcare Groups</td>
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<td>3</td>
<td>Anakie Tree Planting Group</td>
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<td>4</td>
<td>Angair Inc</td>
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<td>Anglesea Coast Action</td>
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<td>6</td>
<td>Apollo Bay Landcare Group</td>
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<td>7</td>
<td>Avalon Landcare Group</td>
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<td>8</td>
<td>Ballarat &amp; West Moorabool Catchment Coordinator Group</td>
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<td>Ballarat Environment Network</td>
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<td>10</td>
<td>Ballarat Fly Fishers Club</td>
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<td>11</td>
<td>Bamganie/Meredith Landcare Group</td>
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<td>Barham River Landcare Group</td>
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<td>Barongarook Landcare Group</td>
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<td>14</td>
<td>Barrabool Hills Landcare Group</td>
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<td>15</td>
<td>Barwon Coast Committee of Management</td>
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<td>16</td>
<td>Barwon Heads Rabbit Action Group</td>
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<td>Barwon Rivercare Group</td>
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<td>18</td>
<td>Barwon Valley Farm Tree Group</td>
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<td>19</td>
<td>Batesford, Fyansford, Stonehaven Landcare Group</td>
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<td>20</td>
<td>Beeac Progress Association</td>
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<td>21</td>
<td>Bellarine Landcare Group</td>
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<td>22</td>
<td>Birregurra Creek Landcare Group</td>
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<td>Birregurra District Action Group</td>
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<td>Black Glen Creek / Scotts Creek Landcare Group</td>
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<td>Break O’Day &amp; Forest Environmental Group</td>
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<td>Breamlea Association</td>
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<td>Brisbane Ranges Landcare Group</td>
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<td>Colongulac Tree Group</td>
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<td>Curdare Duverney Landcare Group</td>
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<td>Curdies Farm Tree Group</td>
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<td>Curdies Valley Landcare Group</td>
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<td>Derrinallum Rabbit/Landcare Group</td>
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<td>East Moorabool Landcare Group</td>
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<td>37</td>
<td>East Otway Land Protection Group</td>
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<td>Eastern Otways Coastal Plains Network</td>
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<td>Elingamite Cobrico Landcare Group</td>
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<td>Forest Landcare Group</td>
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<td>Freshwater Creek Reserve Action Group</td>
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<td>Friends of Angahook-Lorne State Park</td>
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<td>Friends of Bellarine Rail Trail</td>
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<td>Friends of Edwards Point State Fauna Reserve</td>
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<td>Friends of Mud Islands</td>
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<td>Friends of Point Richards Reserve</td>
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<td>Friends of Port Campbell National Park</td>
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<td>Friends of Power Creek</td>
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<td>Friends of Queens Park</td>
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<td>Friends of Spring Creek</td>
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<td>Friends of Taylors Park</td>
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<td>Friends of Timboon-Camperdown Rail Trail</td>
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<td>Gnarpurt Rabbit Control Group</td>
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<td>Kennedy’s Creek Catchment Landcare Group</td>
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<td>88</td>
<td>Lake Modewarre Committee of Management</td>
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### Who are we?

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<td>Leigh District Landcare Group</td>
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<td>Linear Network of Communal Spaces (LINCS)</td>
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<td>LINCS Landcare Group</td>
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<td>Misery Moonlight Landcare Group</td>
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<td>Mt Elephant Committee of Management</td>
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<td>Mt Leura Mt Sugarloaf Development Committee</td>
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<td>Selkirk Rises Landcare Group</td>
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<td>Stoneyford Rabbit Control Group</td>
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<td>Surfers Appreciating Natural Environment</td>
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<td>Sutherlands Creek Reserve</td>
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<td>Swan Bay Environment Association</td>
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<td>Swan Bay Integrated Catchment Management Committee</td>
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<td>The Dales Landcare Group</td>
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<td>Thompsons Creek Landcare Group</td>
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<td>Timboon-Camperdown Rail Trail COM</td>
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<td>143</td>
<td>Torquay Coast Action</td>
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<td>144</td>
<td>Torquay Landcare Group – Greening Connewarre</td>
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<td>145</td>
<td>Torquay Public Reserves Committee</td>
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<td>Trust for Nature</td>
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<td>Upper Barwon Landcare Network</td>
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<td>Upper Williamsons Creek Landcare Group</td>
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<td>Wallington Rabbit Action Group</td>
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<td>Warrion Dreite Landcare Group</td>
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<td>Wattle Flat-Potilla Landcare Group</td>
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<td>Weering-Eurack Land Protection Group</td>
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<td>Werneth Landcare Group</td>
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<td>Western Plains Tree Group</td>
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<td>Woady Yaloak Catchment Group</td>
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<td>Wongarra Landcare Group</td>
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<td>Wurdale Landcare Group</td>
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<td>158</td>
<td>Yuulong-Moonlight Heads Landcare Group</td>
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</tbody>
</table>

### IS YOUR GROUP MISSING?

**LET US KNOW**

*THIS LIST WAS CURRENT AT THE TIME OF PRINTING*

### Landcare Networks Key:

Some groups have formed Networks and other groups operate independently.

### Landcare Networks

- Heytesbury District Landcare Network
- Leigh Catchment Group
- Swan Bay Integrated Catchment Management Committee
- Lismore Land Protection Group Inc.
- Upper Barwon Landcare Network
- Woady Yaloak Catchment Group
- Surfcoast and Inland Plains Network
- Southern Otway Landcare Network
- Geelong Landcare Network
Landcare and community group members from all over the Corangamite region participated in the workshops.
Map 3: COMMUNITY BASED NATURAL RESOURCE MANAGEMENT GROUP BOUNDARIES

The network coverage outlined here was current at the time of publication. The network coverage boundaries will be reviewed and update annually.
Map 4: CORANGAMITE REGION LANDSCAPE ZONES
7. What’s working?

KEYSTONES TO SUCCESS

The ‘Keystones to Success’ presented here came from a series of three community workshops and interviews conducted with Landcare community members.

Model 4: Keystones to success

VISIONS & NORMS
   We wish
   - Having a shared vision and goals
   - Clear goals and group direction
   - Long-term commitment from within groups/networks and with project partners

UNDERSTANDING THE BENEFITS
   We know
   - Understanding about sustainable land management practices
   - Having a clear plan
   - Understanding ‘what’ we need to measure
   - Land stewardship
   - Knowledge sharing between groups
   - Knowledge and awareness of the impact of past land practices

SKILLS
   We can
   - Leadership and a community champion
   - Community capacity to deliver
   - Well functioning groups
   - Group members having good people skills
   - Effective project management

CONVENIENT SYSTEMS
   It’s easy
   - Paid facilitators to support groups
   - Flexible and realistic timeframes
   - Adequate funding
   - Long-term commitment from within groups and project partners
   - Open communication systems within and between groups
   - Funding from multiple sources
   - Effective partnerships (eg. local gov, Corangamite CMA)
   - Support to assist with funding applications

A SENSE OF COMMUNITY
   We’re not alone
   - Providing a role for everyone
   - Friendships and relationships between people and groups
   - Being family-oriented
   - Community involvement
   - Working together in all aspects of a project
   - Community Ownership
   - Group autonomy

REINFORCEMENT
   That was great!
   - Satisfaction from achievements
   - Taking time to celebrate success
   - Measuring and advertising successes
   - “Seeing” results from hard work

CHANGE SPACES
   Where it all comes together
   - Fun and sociable community activities
   - Training opportunities and support for groups
   - Landcare events the catalyst for change
   - Urban community connection with real Landcare projects
   - Events that expose a broader range of people to Landcare

The keystones to success have been grouped into 7 arenas. – refer to section 14: 7 Doors & Landcare (pg 46).
8. Where do we want to be?

PREFERRED FUTURES
The ‘Preferred Futures’ presented here came from a series of 3 community workshops and interviews conducted with Landcare community members.

Model 5: Preferred futures

The preferred futures have been grouped into 7 arenas. – refer to section 14: 7 Doors & Landcare (pg 46).

Note: Based on what we learned in the community workshops we have not attempted to create a ‘single’ vision for Landcare in Corangamite CMA Region.

VISIONS & NORMS
We wish
- Landcare principles have become the norm in communities
- Landcare’s vision is inclusive and broad
- Landcare has played a large part in protecting/enhancing our environment for the next generation
- The land is now in better condition than it was
- Landcare is all about doing stuff ‘on-ground’
- Land stewardship has enabled our land to survive and prosper

UNDERTANDING THE BENEFITS
We know
- Landcare helps to balance productivity and ecology to achieve sustainability
- The broader community has an understanding of their landscape and natural resources
- Communities are now planning for the whole landscape eg EBMP
- Landcare is now about more than just “trees in the ground”

SKILLS
We can
- Landcare provides effective training programs
- Landcare groups are strong
- Succession planning in Landcare has retained the ‘old’ and attracted ‘new’ members
- Landcare has a high participation rate in local communities
- Landcare education includes the whole community

CHANGE SPACES
Where it all comes together
- Landcare has engaged the ‘uninvolved’
- Urban and rural communities are working together to enhance the environment
- Good fun activities are happening

A SENSE OF COMMUNITY
We’re not alone
- We are having fun working in Landcare
- Strong families and partnerships are working together
- Landcare provides opportunities for everyone to get involved
- Landcare goals are made possible by working together
- Landcare has fostered a sense of connectivity between the community and the environment
- The whole community is involved
- Landcare is understood and supported by the corporate sector

CONVENIENT SYSTEMS
It’s easy
- Landcare accesses labour support programs
- Landcare systems are now flexible enough to support new and mature Landcare groups
- Landcare cleverly uses technology
- Facilitator funding is for 3 year periods
- Communication systems have enabled better exchange of information and knowledge
- Landcare marketing systems have been developed
- Funding systems are clear and simple
- Landcare groups have multiple funding sources
- Plans have been developed at local and regional scale to help Landcare achieve its goals
- Victorian and local government departments actively support Landcare
9. What are we going to do?

ARENAS OF ACTIVITY

The ‘Arenas for Activity’ presented here came from a series of 3 community workshops and interviews conducted with the Landcare community members.

The ideas have been grouped into arenas. – refer to section 14: 7 Doors & Landcare (pg 46).

Model 6: Arenas of activity

**ARENAS OF ACTIVITY**

**What are we going to do?**

**VISIONS & NORMS**

*We wish*
- Groups need to develop clear visions and goals
- Link local visions and goals with broader regional plans

**REINFORCEMENT**

*That was great!*
- Advertising and access to successful project sites
- Develop local Landcare newsletter to share stories
- Provide recognition for local efforts
- Identify success projects and market results

**CHANGE SPACES**

*Where it all comes together*
- Annual Regional gatherings to stimulate new ideas
- Implement incentives programs to promote change
- Provide opportunities for more people in the community to experience Landcare
- Focus on events and projects that enable and encourage groups to work together
- Discussion groups and focus farms
- Narrated bus tours highlighting results of projects
- Use of events to recruit new people into Landcare

**A SENSE OF COMMUNITY**

*We’re not alone*
- Local and regional events that bring people together
- Social events to provide a space to enjoy each other’s company, build relationships and trust
- Increase focus on community feeling they have ownership of the process and outcomes
- Stage more fun and social community activities
- More effective partnerships between community and the investors
- Include absentee landholders and urban groups in Landcare
- Groups explore ways of attracting new members locally

**CONVENIENT SYSTEMS**

*It’s easy*
- Rationalise funding systems
- Provide incentives for groups with written visions and action plans
- Provide increased security for facilitator positions
- Develop and implement knowledge and information sharing systems
- Effective use of media and marketing opportunities for Landcare
- External assistance to market Landcare more broadly
- Develop Landcare Communication Plan (eg. Lobby for political support)
- Access more volunteer and labour programs to assist with on-grounds works
- Increase links between Landcare networks and local government
- Provide funding for projects beyond the ‘initial works’

**UNDERSTANDING THE BENEFITS**

*We know*
- Education of new people (eg. Crash course in Landcare)
- Groups develop action plans with short & long term strategies
- Understanding about Sustainability and the Triple Bottom Line (Economic, Environmental and social)
- Increase the amount of education about Landcare to a wider audience
- Increase understanding about the Regional Catchment Strategy
- Promote knowledge and information sharing between groups
- Use of signage to promote results and benefits
- Provide education to urban communities

**SKILLS**

*We can*
- Enable groups to access other funding sources
- Provide support for groups to develop a clear purpose, Vision and Goals
- Group members trained in project and time management skills
- Develop a relevant training program that addresses the need of groups and members
- Discussion groups and focus farms
STRATEGIES AND ACTIONS

Groups developed “Strategies and Actions” at the Community Workshops. Priorities emerged and were analysed by participants and further developed by the authors and Project Steering Committee.

The preferred futures, strategies and actions have been grouped into arenas. – refer to section 14: 7 Doors & Landcare (pg 46).

The strategies and actions are detailed on the following pages.

Legend – making sense of the tables on the following pages

**Actions**
Things we can do within the timeframe of this strategy.

**Scale**
Local – Groups are able to do this themselves if they want to
Regional – Regional Support will be necessary to achieve this

**Priority**
Critical, High or Medium

**Responsibility & support**
Who is responsible for this action?

**Links between Arenas:**
Arena.Strategy.Action (eg 3.2.1) – Where a similar activity occurs in 2 or more Arenas

✔
This is already happening in some areas

**Glossary – unravelling the jargon**

BEEAC  Beautiful Energetic Environmentally Aware Community
CMA  Catchment Management Authority
CIP  Community Involvement Project – CVA & Corangamite
CMA Partnership Project
CSF  Curriculum Standards Framework
CVA  Conservation Volunteers Australia
CVFP  Central Victorian Farm Plantations
DAFF  Department of Agriculture, Fisheries and Forestry, Australian Government
DEH  Department of Environment and Heritage, Australian Government
DPI  Department of Primary Industries, Victoria
DRDC  Dairy Research Development Corporation
DSE  Department of Sustainability and Environment, Victoria
EPA  Environment Protection Authority
EBMP  Environmental Best Management Practices
LAL  Landcare Australia Limited
NAP  National Action Plan for Salinity and Water Quality
NHT  Natural Heritage Trust
NLP  National Landcare Program
NRMA  Natural Resource Management
OH&S  Occupational Health and Safety
SOLN  Southern Otway Landcare Network
VFF  Victorian Farmers Federation
<table>
<thead>
<tr>
<th>Arenas &gt; Preferred Futures &gt; Strategy</th>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arena 1: Promote Visions, Norms – We wish</strong></td>
<td><strong>Preferred Futures</strong></td>
<td>The Landcare community is clear about where they are going and why they are together; Landcare principles have become the ‘norm’ in communities; Landcare is playing a significant role in protecting and enhancing our environment for future generations.</td>
<td><strong>Strategies</strong></td>
<td>1. Support groups to develop visions, targets and strategies for action that consider local priorities in a regional context</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2. Develop local planning toolkit/template (4.2.1) (4.4.1) <strong>With support of coordinators and/or planning toolkits</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>♦ Groups agree to achievable short and long term strategies and actions to deliver their local priorities ♦ Groups explore and document local diversity and understand regional diversity ♦ Groups regularly reflect on their successes</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Groups understand the relationship between local priorities and regional priorities</td>
<td>Local/ Regional</td>
<td>Critical</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Corangamite CMA understands and acknowledges local priorities (4.1.3) (2.11.8)</td>
<td>Local/ Regional</td>
<td>Critical</td>
</tr>
</tbody>
</table>
## Arena 2: Understanding the benefits – *We know*

### Preferred Futures

The Landcare and broader community has access to and shares information, knowledge and data that supports the work they want to do; Landcare helps to balance productivity and ecology to achieve ‘sustainability’; A government framework that understands the benefits of investing in Landcare as a social asset to achieve Triple Bottom Line outcomes; Landcare education includes the whole community.

### Strategies

1. Provide education opportunities about Landcare to a wider audience

   - **i. Schools**
     - 1. Link local schools with local Landcare projects ✔ (5.2.1)
     - 2. Develop funding proposals in partnerships with schools
     - 3. Develop, distribute and regularly update Education Kits relevant to current CSF ✔ More effective use of Corangamite CMA Website & Landcare.net.au
     - 4. Develop Landcare project proposals that provide opportunities for youth involvement
     - 5. Work in partnership with schools for “Landcare” to be included in school curriculum ✔
     - 6. Education of ‘new’ people ✔ eg ‘Crash Course in Landcare’ run by SOLN (Southern Otway Landcare Network)
     - 7. Provide opportunities for developing understanding of sustainability and triple bottom line and the implications for Landcare (eg. Ecological Footprint and Natural Step training)
     - 8. Increase understanding of the relationship between the Regional Catchment Strategy and local plans ✔ (1.1.3)

2. **ii. Community & Groups**
   - 6. Education of ‘new’ people ✔ eg ‘Crash Course in Landcare’ run by SOLN (Southern Otway Landcare Network)

3. **iii. Urban Communities**
   - 9. Promote Landcare in and for “Urban” communities and urban participation in rural Landcare projects (5.2.1)

---

### Scale

- Local
- Medium
- Critical

### Priority

- High
- Medium

### Responsibility & support

- Local
- Local/Corangamite CMA
- Corangamite CMA
- Local Government, Local

---

**What are we going to do?**
<table>
<thead>
<tr>
<th>Arenas &gt; Preferred Futures &gt; Strategy</th>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Support sharing of knowledge at local and regional level</td>
<td>1. Implement Regional Knowledge Network (NAP foundation project) to enable sharing of data, information, experiential knowledge with and between local and regional communities (6.1.1) (7.1.2)</td>
<td>Regional</td>
<td>High</td>
<td>Corangamite CMA, DPI, DSE, Local Government &amp; other NRM partners</td>
</tr>
<tr>
<td></td>
<td>2. Annual Regional Landcare Forum for community members to share knowledge, experience and learnings (5.1.1)</td>
<td>Regional</td>
<td>Critical</td>
<td>Corangamite CMA</td>
</tr>
<tr>
<td>3. Advocacy for Landcare</td>
<td>1. Advocacy for Landcare and community based natural resource management groups by Corangamite CMA and local groups to investors ✔</td>
<td>Regional/Local</td>
<td>High</td>
<td>Corangamite CMA, Local</td>
</tr>
<tr>
<td></td>
<td>2. Form peak Landcare group at state level to lobby government eg Victorian Chapter of Australian Landcare Council</td>
<td>Regional</td>
<td>High</td>
<td>Corangamite CMA, State (DSE)</td>
</tr>
<tr>
<td></td>
<td>3. Promote Landcare activities and issues to politicians – invite regional politicians to be Landcare group members and advocates</td>
<td>Local/Regional</td>
<td>High</td>
<td>Local, Corangamite CMA</td>
</tr>
<tr>
<td>4. Marketing and promotion of Landcare ethics and benefits</td>
<td>1. Develop a marketing strategy (local and regional) ✦ Define the ‘product’ ✦ Appropriate signage that recognises all partners ✦ Define the ‘customers’ ✦ Identify the ‘drivers’ ✦ Develop cost effective methods to spread the ‘message’ ✦ Form partnerships with the media</td>
<td>Regional/Local</td>
<td>Medium</td>
<td>Corangamite CMA, LAL, Local</td>
</tr>
</tbody>
</table>
**Arenas > Preferred Futures > Strategy**

<table>
<thead>
<tr>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
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</thead>
<tbody>
<tr>
<td><strong>Preferred Futures</strong></td>
<td></td>
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</tr>
<tr>
<td>The Landcare community has developed group processes, technical skills and therefore the confidence to do the work they want to do; Succession planning in Landcare has retained the ‘old’ and attracted ‘new’ members.</td>
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</tbody>
</table>

**Strategies**

1. a. Enable groups to work effectively together – within and between groups  
   b. Support groups in succession planning to retain existing members and recruit new members

1. Community Group capacity building and training package developed and implemented:  
   - Project management  
   - Leadership  
   - Individual Roles within groups (eg. “brokers”, “networkers”, “bean-counters”)  
   - Effective use of media  
   - Employment processes (4.2.3)  
   - Developing/managing partnerships ✔  
   - Financial management  
   - Groups understand their local community and are competent at attracting new members (eg. absentee landowners) ✔  
   - Group and committee democratic and participatory processes  
   - Discussion groups ✔  
   - Focus farms – farmers learning from farmers ✔  
   - Technical processes  
   - Succession planning ✔

2. Support groups to develop partnerships to access multiple funding sources

1. Develop group capacity to form partnerships with corporate and philanthropic investors and enhance partnerships with, for example, local government, water authorities ✔ (4.1.4)  
   - “Being Investor Ready” Toolkit

3. Build Partnerships with government, non govt, agricultural and other industry bodies

1. Support and develop stronger partnerships between landcare groups and agricultural industry groups ✔ (5.2.1)

2. Department of Primary Industries, Department of Sustainability and Environment, Corangamite CMA and Greening Australia clearly define and target technical and other support that focuses on community natural resource management group needs (5.2.1)

3. Improved partnerships with local government to help protect environmental assets (eg. through better understanding of local planning schemes) (5.2.1)
**What are we going to do?**

| Arena 4: Develop Convenient ‘systems’ – it’s easy |
|---|---|---|---|
| **Preferred Futures** | *The Landcare community is supported by ‘systems’ that make the work they want to do easier; Landcare accesses labour support programs; Landcare systems are now flexible enough to support new and mature Landcare groups; Landcare cleverly uses technology.* |
| **Strategies** | **1. Simplify and clarify funding processes** | Regional | Critical | Corangamite CMA |
| 1. Funding systems and processes | **2. Develop certainty for longer term funding of projects where appropriate** | Regional/State/National | High | Corangamite CMA, DSE, DAFF/DEH |
| 2. Coordinator/facilitator support systems - The availability of skilled coordinator/facilitator support to groups and networks is equitable across the region | **3. Clarify the relationship between local and regional priorities (1.1.3) (1.1.4)** | Regional | Critical | Corangamite CMA, RIC |
| | **4. Develop regional capacity to form partnerships with corporate sponsors (3.2.1)** | Regional | Medium | Corangamite CMA |
| | **1. Coordinators/facilitators are skilled in supporting groups to more fully understand the social, environmental and economic assets in their local landscape, set targets for local assets, develop local action plans, evaluate and learn from projects.** | Regional | Critical | Corangamite CMA, NLP/State (DSE) |
| | Training including: | | | Corangamite CMA/State (DSE) |
| | ✦ Facilitation (1.1.1) | | | Corangamite CMA/State (DSE) |
| | ✦ Developing and managing partnerships | | | Corangamite CMA/State (DSE) |
| | ✦ Local and Cross (farm) boundary action planning (1.1.2) | | | Corangamite CMA/State (DSE) |
| | ✦ Evaluation | | | Corangamite CMA/State (DSE) |
| | ✦ Community development | | | Corangamite CMA/State (DSE) |
| | ✦ GIS | | | Corangamite CMA/State (DSE) |
| | ✦ Occupational Health & Safety (OH&S) | | | Corangamite CMA/State (DSE) |
| | **2. Coordinators are employed and supported with appropriate employment conditions that are consistent on a Regional and State basis ✔ Statewide Landcare Support Position Employment Toolkit** | Regional | High | Corangamite CMA/State (DSE) |
| | **3. Landcare groups are supported to build capacity and skills in managing employment of coordinators/facilitators (3.1.1)** | Regional | High | Corangamite CMA/State (DSE) |
| | Training in use of ‘Statewide Landcare Support Position Employment Toolkit’ | | | Corangamite CMA/Local Government, Local |
| | **4. Local Government partnerships for supporting coordinator employment are strengthened (5.2.1)** | Regional/Local | High | Corangamite CMA/Local Government, Local |
### Arenas > Preferred Futures > Strategy

<table>
<thead>
<tr>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Comprehensive assessment of the allocation of investment for Landcare and community based natural resource management group coordinator support across the region in relation to local and regional priorities</td>
<td>Regional</td>
<td>High</td>
<td>Corangamite CMA/Local</td>
</tr>
<tr>
<td>6. Coordinators work together across the region to share knowledge and experience, training experiences; contribute to regional planning processes; ✔ Corangamite Landcare Coordinators Working Group</td>
<td>Regional</td>
<td>High</td>
<td>Corangamite CMA/State (DSE)</td>
</tr>
<tr>
<td>3. Provide Technical support to groups and networks</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Develop and maintain equipment and resources register ✔</td>
<td>Regional/Local</td>
<td>High/Medium</td>
<td>Local, Corangamite CMA, DPI</td>
</tr>
<tr>
<td>2. Sourcing, coordination, and management of volunteers eg OH&amp;S ✔</td>
<td>Regional/Local</td>
<td>High/Medium</td>
<td>Corangamite CMA, CVA, Greencorps, Local Government</td>
</tr>
<tr>
<td>3. Partnerships for equipment sharing with local government (5.2.1)</td>
<td>Local</td>
<td>Medium</td>
<td>Local, Local Government</td>
</tr>
<tr>
<td>4. Contact list of people within organisations that can provide technical advice</td>
<td>Regional</td>
<td>High</td>
<td>Corangamite CMA in partnership DSE, DPI</td>
</tr>
<tr>
<td>4. Broker Incentive Schemes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Evaluate learnings from and increase rate of implementation of Environmental Best Management Practice (EBMP). Develop link to incentive schemes eg Australian Government EMS Incentive. ✔ (1.1.2)</td>
<td>Regional</td>
<td>High</td>
<td>DPI in partnership with Corangamite CMA</td>
</tr>
<tr>
<td>2. Collate information on all current “incentive” schemes eg Carbon Tender, Local Government Biodiversity Incentive Schemes, VVP Grassland incentive scheme, Plantations for Greenhouse etc. – enable ready access to information</td>
<td>Regional/Local</td>
<td>High</td>
<td>Corangamite CMA/Local Government</td>
</tr>
</tbody>
</table>
### Preferred Futures

Landcare communities share stories and learnings;
Landcare provides opportunities for everyone to get involved;
Landcare goals are made possible by working together;
Landcare has fostered a sense of connectivity between the community and environment;
Landcare forms strong partnerships with other communities, government and businesses;
Landcarers communicate effectively at local and regional scale.

### Strategies

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build and strengthen communication opportunities</td>
<td>1. Annual Regional Landcare Community Forum for community members to share knowledge, experience and learnings (2.2.2)</td>
<td>Regional</td>
<td>Critical</td>
<td>Corangamite CMA</td>
</tr>
<tr>
<td></td>
<td>2. Indigenous communities and land managers share their knowledge with the Landcare community – Increase understanding of the Local Indigenous Cultural Heritage assets</td>
<td>Local/Regional</td>
<td>High</td>
<td>Local, Corangamite CMA, Indigenous Communities</td>
</tr>
<tr>
<td></td>
<td>3. Local and Regional Communication Tools</td>
<td>Local/Regional</td>
<td>All High</td>
<td>Corangamite CMA, Local, Local Government, Victorian Government</td>
</tr>
<tr>
<td></td>
<td>4. Social events to provide a space to enjoy each other’s company, build relationships and trust</td>
<td>Local</td>
<td>High</td>
<td>Local</td>
</tr>
<tr>
<td></td>
<td>5. Stories are gathered and published – See Annual Report (7.2.1)</td>
<td>Local/Regional</td>
<td>High</td>
<td>Local, Corangamite CMA</td>
</tr>
<tr>
<td>2. Explore and strengthen partnership opportunities</td>
<td>1. Landcare strengthens, develops and manages partnerships with: Local Government (4.2.7) (3.3.3) Coastal and Urban Groups (2.1i.9) Schools (2.1i.1&amp;2) Corporate and philanthropic investors Agricultural Industry Groups (3.3.1) DSE and DPI (3.3.2) Corangamite CMA (3.3.2) Local communities and their groups Environmental non government organisations Water Authorities Other ‘Care’ programs</td>
<td>Local/Regional</td>
<td>Critical</td>
<td>Various including Corangamite CMA, DPI, DSE, Local, Local Government</td>
</tr>
</tbody>
</table>
### Arena 6: Change spaces – Where it all comes together

**Preferred Futures**  
Landcare communities provide opportunities where visions, knowledge, learning experiences and supportive systems come together;  
Urban and rural communities are working together to enhance the environment;  
Good fun activities are happening.

**Strategies**

1. Design and implement events that bring people’s aspirations, their knowledge and supportive systems together  
   - Consider using a tool for event design to maximise the benefits of the events—e.g. DSE “Effective community engagement” workbook

<table>
<thead>
<tr>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field days ✓</td>
<td>Local/Regional</td>
<td>High</td>
<td>Local, Corangamite CMA, DPI, DSE, Local Government, Greening Australia</td>
</tr>
<tr>
<td>Farm walks/ Bush walks ✓</td>
<td>Local</td>
<td>High</td>
<td>Local</td>
</tr>
</tbody>
</table>
| Demonstration/ Focus Farms ✓  
  eg. Warrambeen Landcare Education Centre | Local/Regional | High | In partnership with Ag Industry groups |
| Catchment tours at all scales ✓ | Local/Regional/State | High | Local, Corangamite CMA, DPI, other CMAs |
| Regional forums and other conferences ✓ (2.2.2) | Regional/Local | High | Local, Corangamite CMA, other partners |
| Interpretive Bus Trips ✓ | Local/Regional | High | Local, Corangamite CMA, DPI, other CMAs |

2. Develop opportunities for urban, coastal and rural communities to work and learn together

<table>
<thead>
<tr>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Exchange partnerships with urban community groups</td>
<td>Local/Regional</td>
<td>High</td>
<td>Local/Corangamite CMA/Local Government</td>
</tr>
<tr>
<td>Community Involvement Program ✓</td>
<td>Regional/Local</td>
<td>High</td>
<td>Corangamite CMA/CVA partnership project</td>
</tr>
</tbody>
</table>
### Arena 7: Reinforcement – That was great!

#### Preferred Futures
Landcare communities celebrate success; Landcare stories are regularly shared with the whole community; Landcare shares its stories and reflects on their progress and success.

#### Strategies

<table>
<thead>
<tr>
<th>Action</th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Provide recognition for local effort</strong></td>
<td>Local</td>
<td>High</td>
<td>Local</td>
</tr>
<tr>
<td>1. Local Landcare/Environmental Awards</td>
<td>Local</td>
<td>High</td>
<td>Local</td>
</tr>
<tr>
<td>2. Regional Landcare/Environmental Awards (channelling into State and National) and celebrations to be supported and developed (2.2.2)</td>
<td>Regional</td>
<td>Critical</td>
<td>Corangamite CMA</td>
</tr>
<tr>
<td>3. Develop Landcare-Tourism partnerships eg. promote Landcare celebrations eg Upper Barwon Landcare Network celebration weekend through Surf Coast and other Shires’ tourism info centres</td>
<td>Local</td>
<td>Medium</td>
<td>Local</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>2. Share stories of success and learnings throughout Landcare and the broader community</strong></th>
<th>Scale</th>
<th>Priority</th>
<th>Responsibility &amp; support</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. By the following methods:</td>
<td></td>
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</tr>
<tr>
<td>‣ Through Annual reports – Local</td>
<td>All</td>
<td></td>
<td>Local/Corangamite CMA</td>
</tr>
<tr>
<td>‣ Through local newsletters</td>
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<tr>
<td>‣ At meetings, events, change spaces</td>
<td>Local/</td>
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<tr>
<td>‣ Presentation of Case Studies at regional, state and national conferences</td>
<td>Regional</td>
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<tr>
<td>‣ Word of Mouth</td>
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<tr>
<td>‣ Acknowledge sponsor support through media</td>
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</table>

| 2. By the following methods:                                                           |        |          |                          |
| ‣ Through Annual Landcare success stories reports – Regional (5.1.5)                   |        |          |                          |
| ‣ Through regional newsletters                                                        | Regional|          |                          |

<table>
<thead>
<tr>
<th>3. Implement Land Manager ‘benchmarking’ surveys to enable measurement of change</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. Events like:</td>
<td></td>
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</tr>
<tr>
<td>‣ Neighbourhood group gatherings</td>
<td>Local</td>
<td>High</td>
<td>Local</td>
</tr>
<tr>
<td>‣ BBQs</td>
<td></td>
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<tr>
<td>‣ Landcare Celebration weekend – Upper Barwon Landcare Network</td>
<td></td>
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<tr>
<td>‣ Woady Yaloak Catchment 10-year celebration</td>
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<td>‣ Farm walks/exploring the local landscape</td>
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<tr>
<td>‣ Landcare in the pub with key speakers</td>
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<td></td>
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<tr>
<td>‣ Catchment tours</td>
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</tbody>
</table>
## 10. What’s this going to cost us? and who might pay?

**INDICATIVE INVESTMENT PLAN**

**Assumptions:**

1. Costed at current prices
2. Potential investors are listed as the most likely starting point for seeking resources
3. It is assumed that uncosted areas will be able to happen as part of existing roles
4. This Investment Plan does not include on-ground works investment

*NB. This Indicative Investment Plan is available in full detail from the Corangamite CMA.*

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<tbody>
<tr>
<td><strong>Arena 1: Promote Visions, Norms</strong></td>
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</tr>
<tr>
<td>1. Support groups to develop visions, targets and strategies for action that consider local priorities in a regional context</td>
<td>25,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>NLP, Vic Govt</td>
</tr>
<tr>
<td><strong>Arena 2: Understanding the benefits</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1. Provide education opportunities about Landcare to a wider audience</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>i. Schools</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>Corangamite CMA, DET, NAP/NHT/Victorian Communities</td>
</tr>
<tr>
<td>ii. Community &amp; Groups</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>NLP, NHT, Corangamite CMA, EPA, Victorian communities</td>
</tr>
<tr>
<td>iii. Urban Communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Support sharing of knowledge at local and regional level</td>
<td>215,000</td>
<td>215,000</td>
<td>215,000</td>
<td>115,000</td>
<td>115,000</td>
<td>NAP, Corangamite CMA, Vic Govt</td>
</tr>
<tr>
<td>3. Advocacy for Landcare</td>
<td></td>
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</tr>
<tr>
<td>4. Marketing and promotion of Landcare ethics and benefits</td>
<td>15,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Vic Govt, LAL, Potential Statewide project</td>
</tr>
<tr>
<td><strong>Arena 3: Build Skills</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1. a. Enable groups to work effectively together – within and between groups</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>NLP, Victorian Communities, DPI, Corangamite CMA</td>
</tr>
<tr>
<td>b. Support groups in succession planning to retain existing members and recruit new members</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Support groups to develop partnerships to access multiple funding sources</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
<td>Vic Govt, LAL</td>
</tr>
<tr>
<td>3. Build partnerships with government, non govt, agricultural and other industry bodies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>VFF, NLP</td>
</tr>
</tbody>
</table>
What’s this going to cost us? and who might pay?

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Arena 4: Develop convenient ‘systems’</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1. Funding systems and processes</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2. Coordinator/facilitator support systems – The availability of skilled coordinator/facilitator support to groups and networks is equitable across the region</td>
<td>917,000</td>
<td>917,000</td>
<td>917,000</td>
<td>917,000</td>
<td>917,000</td>
<td>NLP, Corangamite CMA, NAP, NHT, Vic Govt</td>
</tr>
<tr>
<td>3. Provide technical support to groups and networks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>DPI, Corangamite CMA</td>
</tr>
<tr>
<td>4. Broker Incentive Schemes</td>
<td></td>
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<tr>
<td>Arena 5: A sense of community</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>1. Build and strengthen communication opportunities</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>Vic Govt, NHT, Corangamite CMA</td>
</tr>
<tr>
<td>2. Explore and strengthen partnership opportunities</td>
<td></td>
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<tr>
<td>Arena 6: Change spaces</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1. Design and implement events that bring people’s aspirations, their knowledge and supportive systems together</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>NLP, Vic Govt, Corangamite CMA</td>
</tr>
<tr>
<td>2. Develop opportunities for urban, coastal and rural communities to work and learn together</td>
<td>130,000</td>
<td>130,000</td>
<td>130,000</td>
<td>130,000</td>
<td>130,000</td>
<td>Vic Govt</td>
</tr>
<tr>
<td>Arena 7: Reinforcement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Provide recognition for local effort</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>Vic Govt</td>
</tr>
<tr>
<td>2. Share stories of success and learnings throughout Landcare and the broader community</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
<td>Vic Govt, Corangamite CMA</td>
</tr>
<tr>
<td>3. Support and stage community events and fun social activities to celebrate Landcare success</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,412,000</td>
<td>1,382,000</td>
<td>1,382,000</td>
<td>1,282,000</td>
<td>1,282,000</td>
<td></td>
</tr>
</tbody>
</table>
### 11. Telling our story

#### EVALUATION PLAN

The process for measuring success of implementation of this strategy is fully developed in the Regional Landcare Evaluation Plan (Corangamite CMA July 2004).

A summary of the types of evaluation questions that will be asked and the data that will be gathered by regional and local Landcare coordinators to evaluate progress against this strategy is summarised in the evaluation framework below.

An annual ‘Landcare’ evaluation report will be developed from the data gathered. This evaluation will be used to guide prioritisation of future investment.

#### Evaluation Framework – Evaluation questions and what data to gather:

<table>
<thead>
<tr>
<th>Level of data gathering (Bennett’s Hierarchy)</th>
<th>Community based natural resource management groups, Land managers, Schools, Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are we trying to achieve?</td>
<td></td>
</tr>
<tr>
<td>Broad end outcomes</td>
<td></td>
</tr>
<tr>
<td>What is being done differently?</td>
<td></td>
</tr>
</tbody>
</table>
| Which land managers adopt what practices and why? | 1. Case studies – detailed stories; What were the critical success factors?  
2. Number of projects completed and deferred |
| To what extent are volunteer numbers changing? | Record numbers and source of volunteers                                              |
| Is the type of participation changing?      | Numbers of repeat volunteers                                                      |
| How many and to what extent have schools incorporated “Landcare” into their curriculum? | Phone call to curriculum coordinators at schools (Corangamite CMA Community Ed person) |
| To what extent do groups do more on-ground works? | Statement of progress – number of ha protected, enhanced, restored?  
Length of waterway protected  
Per cent of indigenous planting and range of species used in plantings  
Post plant survival surveys – what per cent survival rates? Are sites revisited for stocking enhancement?  
Are post plant management practices used eg. ongoing weed control?  
Group self assessment tool  
Most Significant Change (MSC) Story gathering |
| To what extent do groups do more effective on-ground works – Best Management Practice and monitoring? |                                                                                 |
| To what extent are the groups working more effectively together and enjoying what they are doing? |                                                                                 |
| How have knowledge, attitudes, skills, aspiration, confidence changed? | To what extent do targeted Land Managers consider natural resource management? | 1. Case studies (3)  
2. Stories – Most significant change |
| To what extent do groups and individuals have an understanding of NRM and environmental issues in their local areas? | 1. MSC Stories  
2. Land Manager Benchmarking surveys |
<p>| What priority do groups give to various NRM before and after local planning activities? |                                                                                 |</p>
<table>
<thead>
<tr>
<th>Level of data gathering (Bennett’s Hierarchy)</th>
<th>Community based natural resource management groups, Land managers, Schools, Volunteers</th>
<th>Evaluation question</th>
<th>Data gathered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reactions</td>
<td></td>
<td>What were their reactions?</td>
<td>Number interested in further engagement – number of expressions of interest received for further information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>What did they think?</td>
<td>Existing survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>What are the principal reactions at activities and field days?</td>
<td>10% indicator by observation of peoples behaviour</td>
</tr>
<tr>
<td>Who is participating?</td>
<td></td>
<td>Who did we reach?</td>
<td>Number of visits</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of sites</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of project contacts</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Number of visits</td>
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<td></td>
<td></td>
<td></td>
<td>Number of sites</td>
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<td></td>
<td></td>
<td></td>
<td>Number of volunteer hours</td>
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<td></td>
<td>Number of volunteer events</td>
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<td></td>
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<td></td>
<td>Number of one-off or new vs ongoing participants</td>
</tr>
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<td>Number of of student interactions by landcare coordinator</td>
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<td></td>
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<td></td>
<td>Number of of contacts with teachers/curriculum writers</td>
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<td></td>
<td></td>
<td></td>
<td>Number of of groups</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Number of of new groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of of members</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of of participants at events</td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td>What did we do?</td>
<td>Number of projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Did we cover the right areas?</td>
<td>Number of biophysical surveys</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of visits</td>
<td>Number of project locations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of sites</td>
<td>Per cent of projects in priority areas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of of events and where</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of of events and who ran them</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of of activities and types of activities</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Number of of media releases</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of of presentations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of events and type of events</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Number of plans supported</td>
</tr>
<tr>
<td>Forming enduring partnerships with:</td>
<td></td>
<td>Who are our partners?</td>
<td>Record partnerships</td>
</tr>
<tr>
<td>Resources and internal capacity</td>
<td></td>
<td>We know this! Our budget and expenditure</td>
<td></td>
</tr>
</tbody>
</table>
COMMUNICATION PLAN

A Regional Landcare and Community NRM group Advisory Committee will be formed to oversee the implementation of this strategy and to ensure that communication strategies and actions are supported and implemented.

Our key communication audiences include:

- Landcare and Community based NRM group members
- The broader community of land managers (including those not actively involved in Landcare)
- The broader community of resource users (including coastal and urban groups and households)
- Education institutions including primary, secondary and tertiary levels
- Investors – Australian and Victorian government
- Corporate and philanthropic partners and investors
- Government and semi government partners – Corangamite CMA Board and Committees, Department of Sustainability and Environment, Department of Primary Industries, Parks Victoria, Water Authorities, Local Government, Vic Health and Department of Victorian Communities
- Industry partners – Agriculture, VFF, Forestry, Environment
- Non government organisation partners – Greening Australia, World Wildlife Fund, Threatened Species Network

Communication was identified by the Landcare community as an area of high importance throughout the development of this strategy. Actions for communication are numerous and are contained in Section 9 Strategies and Actions. The Executive summary also highlights six actions of critical importance.

Actions to assist with communication include:

1. Annual Regional Landcare Community Forum for community members to exchange knowledge, experience and learnings
2. Indigenous communities and land managers share their knowledge with the Landcare community and increase understanding of the local Indigenous Cultural Heritage assets
3. Local and Regional Communication Tools
   a. Local Landcare newsletters
   b. Regional ‘Landcare’ newsletter – Probably part of a Corangamite CMA newsletter
   c. Victorian Landcare Gateway website – www.landcare.net.au
      – every group can have their own home page
   d. www.corangamite.cma.vic.gov.au – is being redeveloped
   e. Technical and Support Contacts List – to be updated and circulated regularly
4. Stories are gathered, analyses and published as part of the Evaluation Plan
5. An Annual Regional Landcare and community based NRM group evaluation report will be prepared and sent to investors, partners and groups
6. Support Local Landcare/Environmental Awards
7. Implement Regional Landcare/Environmental Awards (channelling into State and National) and celebrations to be supported and developed
8. Support and encourage the presentation of Case Studies at regional, state and national conferences
9. Word of Mouth – what do people in Landcare enjoy most?
10. Acknowledgement of sponsor and corporate partnership support through media
11. Use of print and radio media to provide information about events and activities
12. Supporting social and learning events to provide a space to enjoy each other’s company, build relationships and trust. Events like:
   a. Neighbourhood group gatherings
   b. BBQs
   c. Landcare Celebration weekend
      – Upper Barwon Landcare Network
   d. Woady Yaloak Catchment 10 year celebration
   e. Farm walks/ exploring the local landscape
   f. Landcare in the pub with key speakers
   g. Catchment tours

Use of print media to celebrate and advertise our success!
## 13. Landcare Resource Kit

### GROUP SELF ASSESSMENT TOOL

**Ver. 2.2 The Training and Development Group:**

<table>
<thead>
<tr>
<th>Planning</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;In this group, we ...&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Get clear what our goal is when we start work on an issue</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Keep in mind what our stakeholders and partners want</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Make decisions based on the best available information and think about the assumptions we are making</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Ask about and build on each other's ideas</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. Reach clear agreements, even when there are strong differences between people</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. Make action plans, so that each person knows what they have to do, by when</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Taking action</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;In this group, people ...&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Do what they say they’ll do</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Do a high quality job the first time</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Talk about difficulties and fix them as soon as they appear</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Are prepared to give and take to help get the work done</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. Provide emotional support to each other</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. Express appreciation for the good work others do</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Reviewing</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;As a group, we ...&quot;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Look at our results and gather feedback</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2. Look at and question what gets in the way of doing a better job</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Keep building up the skills of all team members</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4. Accept constructive criticism</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. Make specific plans for improving the way we work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6. Give group members enough personal opportunity in their work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
Effective groups take the time to look at their own internal processes. Spend time reflecting and learning about how well your group functions.

The group self assessment tool may be used by your group to see how well you’re travelling.

*We suggest:*
1. Each group member considers and answers the assessment tool questions individually
2. Individual responses are then brought back to the whole group for review and discussion about similarities and differences
3. That the group fills in the Group Action Plan (right).

*Some questions that the group could use to guide discussion are:*
1. Where did we score high? Where did we score low?
2. Where was there a lot of agreement? Where were the differences?
3. What does all of this mean for our group?
4. What can we do to move forward from what we have learned in this exercise?

**GROUP ACTION PLAN**

*As a group what were we doing before this exercise:*
- Well?________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________

- Not so well?________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________

*What will we start doing?*
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________

*How will our group remember to do these things?*
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
- __________________________________________________________
LANDCARE STORY TELLING

At the community workshops, participants were asked to interview each other and share stories about when they had experienced Landcare as most alive and effective.

Some of the workshop participants gathered additional stories from other people in their community. Thankyou to Rebecka McCann (Coordinator - Heytesbury District Landcare Network) for collecting both of the stories in this Landcare story telling section.

The stories collected about Landcare are inspiring and motivating. They provide a valuable insight into Landcare’s success, values and help point to future priorities.

Through the workshop and community feedback process, the ‘sharing of stories’ between communities and groups emerged as a strategy to help make Community Landcare even stronger.

Story #1: Working Together to achieve success at McKenzie’s Creek

“A lot was accomplished in a short amount of time because we all worked together.”

Names of storytellers:
Will (& Carol) Duynhoven
President – Coorimungle Landcare Group

“The first project we did as a group was to plant out a whole creek across three different farms to the road (Coorimungle Rd). In all, about 5 acres were revegetated. The whole group and member’s families were involved, and it was completed in only a few plantings. It was a great project as it was the first one we did all working together, and it was done across a number of farms”.

Will: “Another project was the revegetation of McKenzies Creek, which was funded by TXU (a gas company) and again involved family planting days and also a Green Corps team. A lot was accomplished in a short amount of time because we all worked together.”

What were the reasons for success of these projects?

Will said that people (in the Landcare group) understood that something had to be done to help alleviate the legacy of past intensive clearing and the problems they were all experiencing. This motivated the group to be involved and ensure it was a good, successful project, as they could see they were doing something that would benefit them all, their children and the wider community.

Values: The social aspects and the community getting together, working together to achieve common goals.

“One thing we’ve noticed since starting our group and putting more trees in the ground is that we have koalas around here, something we didn’t have before.”

Story #2: Group rewarded for great work along the Ross Creek

“Just everybody getting to know their neighbour and working together”

Names of storytellers:
Neville (& Marlene) Page
President – Happy Valley Land Management Group

We worked together and revegetated the full length of Ross Creek across many properties, and had full members support and large community involvement. We held planting days and BBQs with families, the local primary school, local Scouts and Venturers all being involved. We also worked with people who were doing ‘community service’ work.

Marlene said “Working with the children was great, enjoyable and quite an experience, with some getting shocks off the electric fence, one losing her glasses in the creek and I think someone might have gone in (to the creek).”

“Also, the people doing their community service were a great bunch, although we did have misconceptions about working with them prior to starting the project. It was funny seeing many of them come out to plant in the middle of winter in shoes, and not gumboots, and watching them try and keep themselves clean!”

This project exposed a range of different community groups and people to each other, but they all worked together and supported each other to a common goal.

In all, over 20km of fencing was put in and over 70,000 trees were planted, plus direct seeding. As a result, the Happy Valley Group won the 2001 Land Catchment Award and Neville and Marlene the Corangamite regional award as a part of the Victorian Landcare Awards, and the group even had a story of their successes aired on the local news and television.

“Celebrating success!”
What were the reasons for success of these projects?

“The participation of all the neighbours and the wider community, and seeing them all work together to achieve the outcomes and goals we set out to do. Also, everybody involved had something to do-no one was excluded.”

The neighbours and members of the group all had the mentality of working together – “I’ve helped you plant this year, and I know you’ll help me with my projects next year.” Knowing that support is there is also very important.

“The comradeship of everyone working together-families, neighbours and the local community.”
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REFERENCES
Department of Natural Resources and Environment (2002)
14. 7 Doors & Landcare Program Design

The 7 Doors approach to Program Design (© Les Robinson 2004) is a program planning tool which focuses on overcoming the barriers to social change and enabling communities and groups to achieve their own aspirations towards healthy, safe and prosperous futures.

The “7 Doors” approach forms part of Les Robinson’s unique package of change program design tools developed in association with Environs Australia and trialled in national training workshops in late 2001.

Sections 7, 8 & 9 have grouped the ideas and themes from the community workshops and feedback into the 7 ‘Arenas’ – see model 7: 7 doors & Landcare (below).

The 7 Doors approach to program design informs us that a program that includes strategies to address each of the 7 Doors will be more effective and successful than programs that focus on just a few.

Note: Some strategies and actions could logically fit under more than one Arena.

Model 7: 7 Doors & Landcare

VISIONS & NORMS
We wish. That’s us!
- promote images/visions that connect Landcare actions with people’s deeply held aspirations and values
- where possible, the Landcare community will work in areas where there is strong passion for change

UNDERSTANDING THE BENEFITS
We know. We should
- access to and sharing of credible knowledge and information at appropriate scales
- use credible voices to promote the benefits or the actions
- Landcare provides information that targets the arguments people use to justify action or inaction – the barriers and benefits to change

BUILD SKILLS
We can
- provide opportunities for the community to observe, experiment and experience Landcare’s activities
- provide Landcare groups with “hands on” learning experiences that build the skills and confidence needed to run effective group meeting, projects and events

A SENSE OF COMMUNITY
We’re not alone
- bring the Landcare community together with trusted partners and other groups
- facilitate social interaction between people
- this Arena is important to build optimism for the required changes and promote a feeling of not being alone

REINFORCEMENT
That was great!
- collect and disseminate info and stories about the success of Landcare
- are we celebrating these successes?
- Landcare be a rewarding experience for its participants

CHANGE SPACES
Where it all comes together
- create out-of-ordinary-life times and places where visions, knowledge, learning experiences, convenient support/services come together
- provide the opportunities for new people to get involved in Landcare or for existing Landcare members to become reinvolved

CONVENIENT SYSTEMS
It’s easy
- develop accessible systems and support mechanisms that facilitate Landcare action
- this Arena is important because inconvenience is a major barrier to change