

# Growing and Developing a State Peak Body for Landcare in NSW

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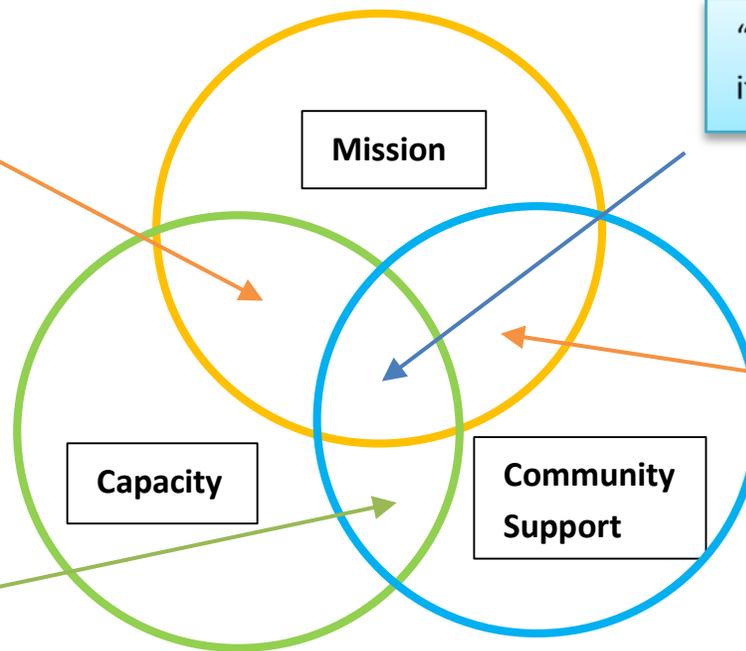
*Many Hands, One Voice*

# Landcare NSW's alignment of Mission with Capacity and Support

**Capacity-** LNSW staff, skills, authority, financial resources, knowledge, space, managerial infrastructure, and any other physical or intellectual resources necessary to carry out the mission

"Field of dreams" zone

"Nightmare" zone



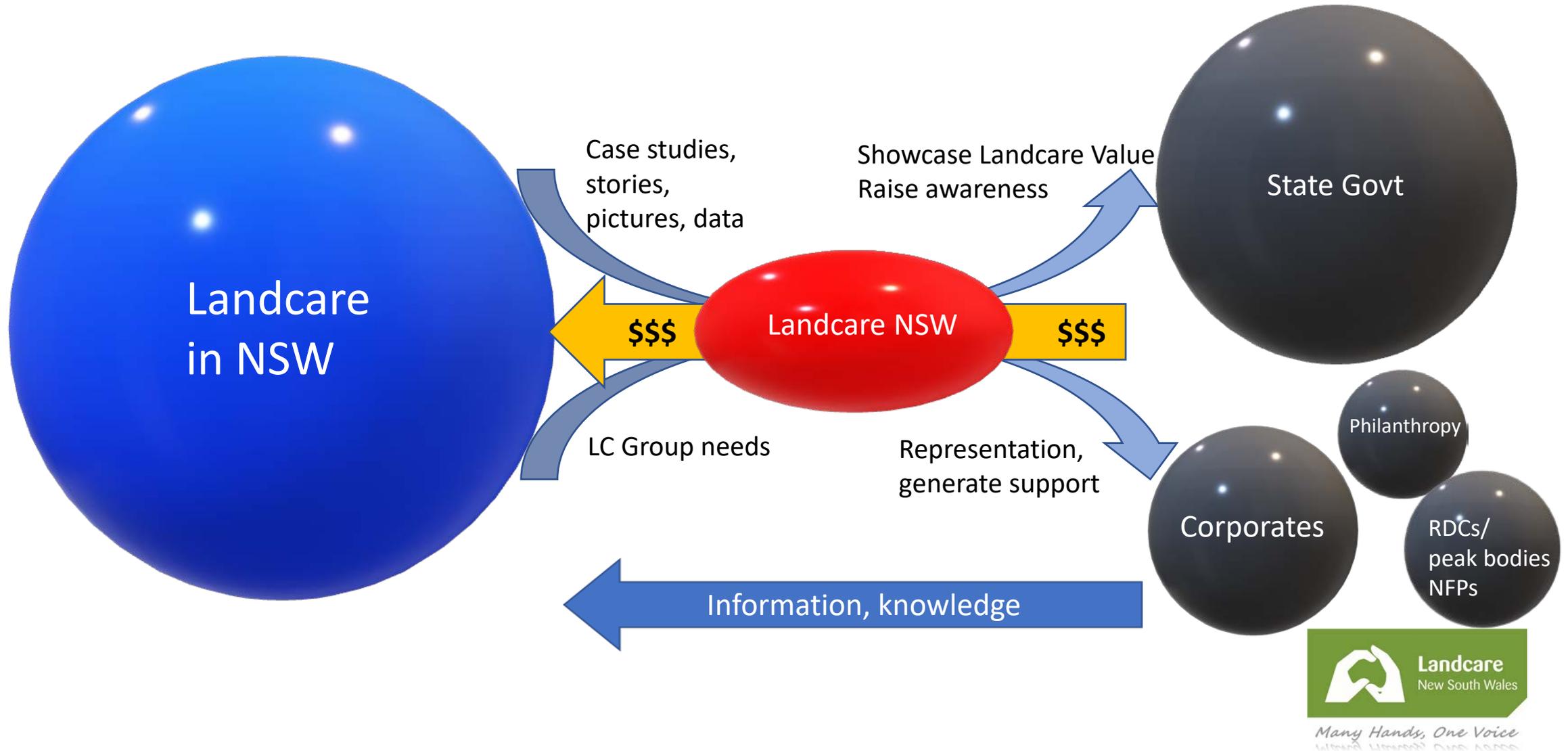
"Just do it" zone

"We have a dream" zone

**Community Support-** includes community support, support from stakeholders, volunteer support, funding support

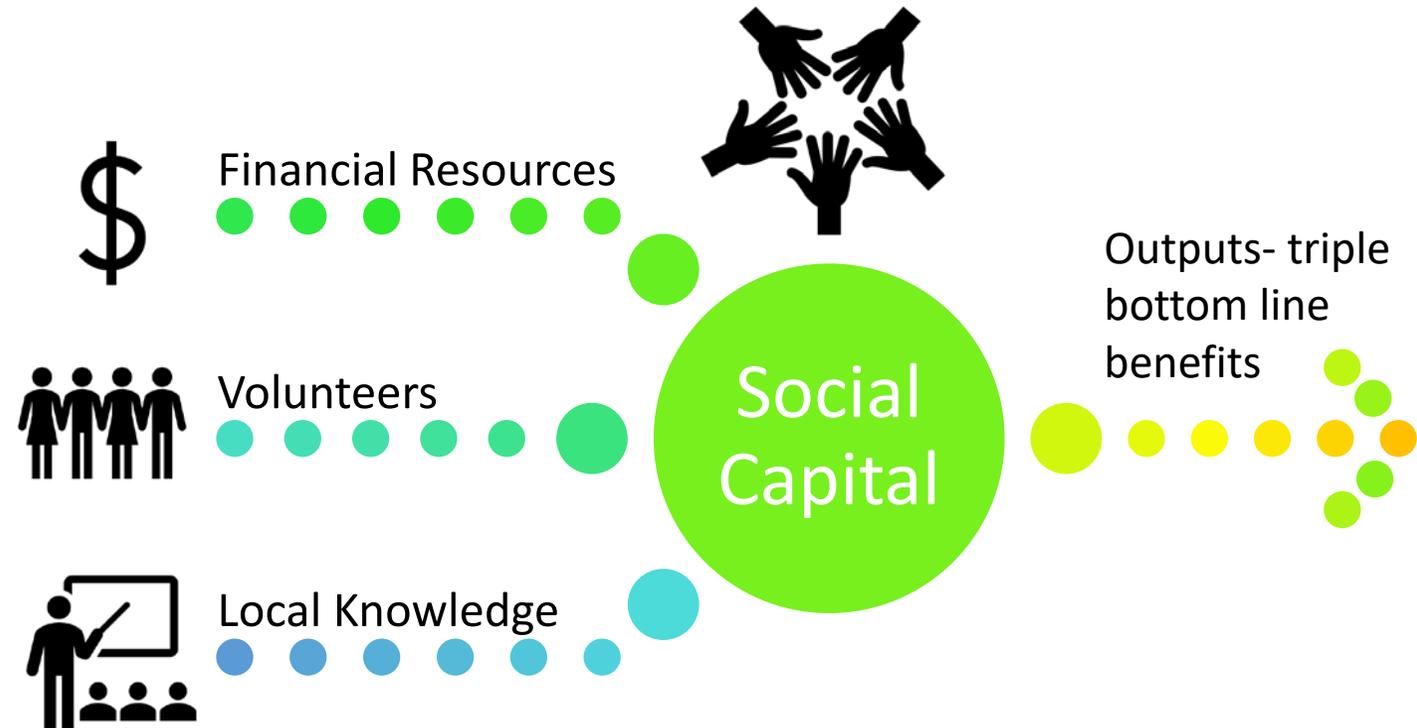
Reference: Leonard HB & Snider EI (2002) *A Short Note on Strategy-Building in the Social Sector*. Harvard University

# Critical Roles of Landcare NSW



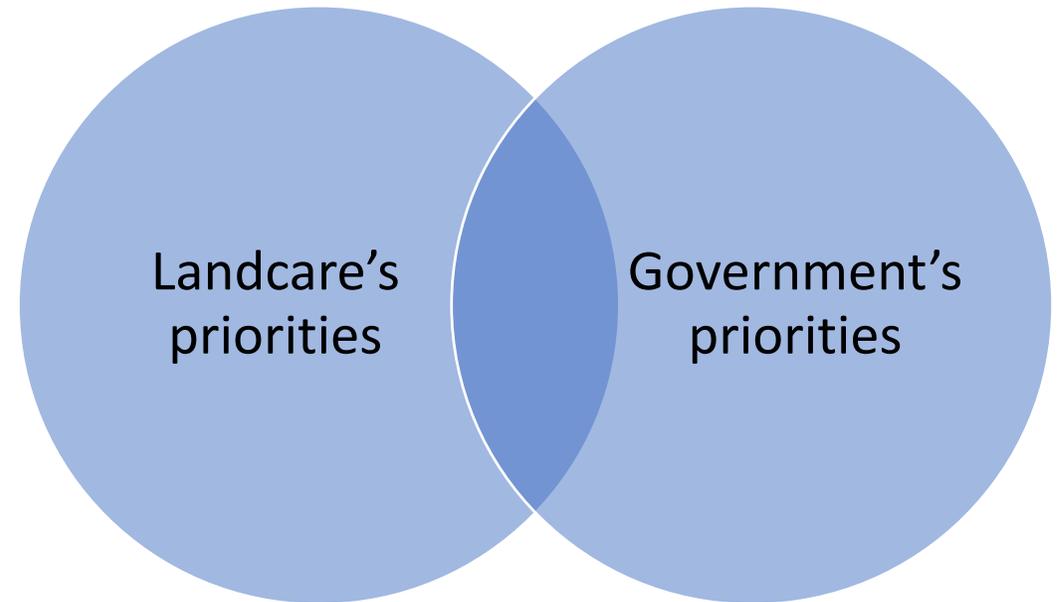
# Landcare's Value Proposition and Differentiator

*Landcare's strength and uniqueness lies in its people, its communities and intimate knowledge of the natural landscape at the local level*



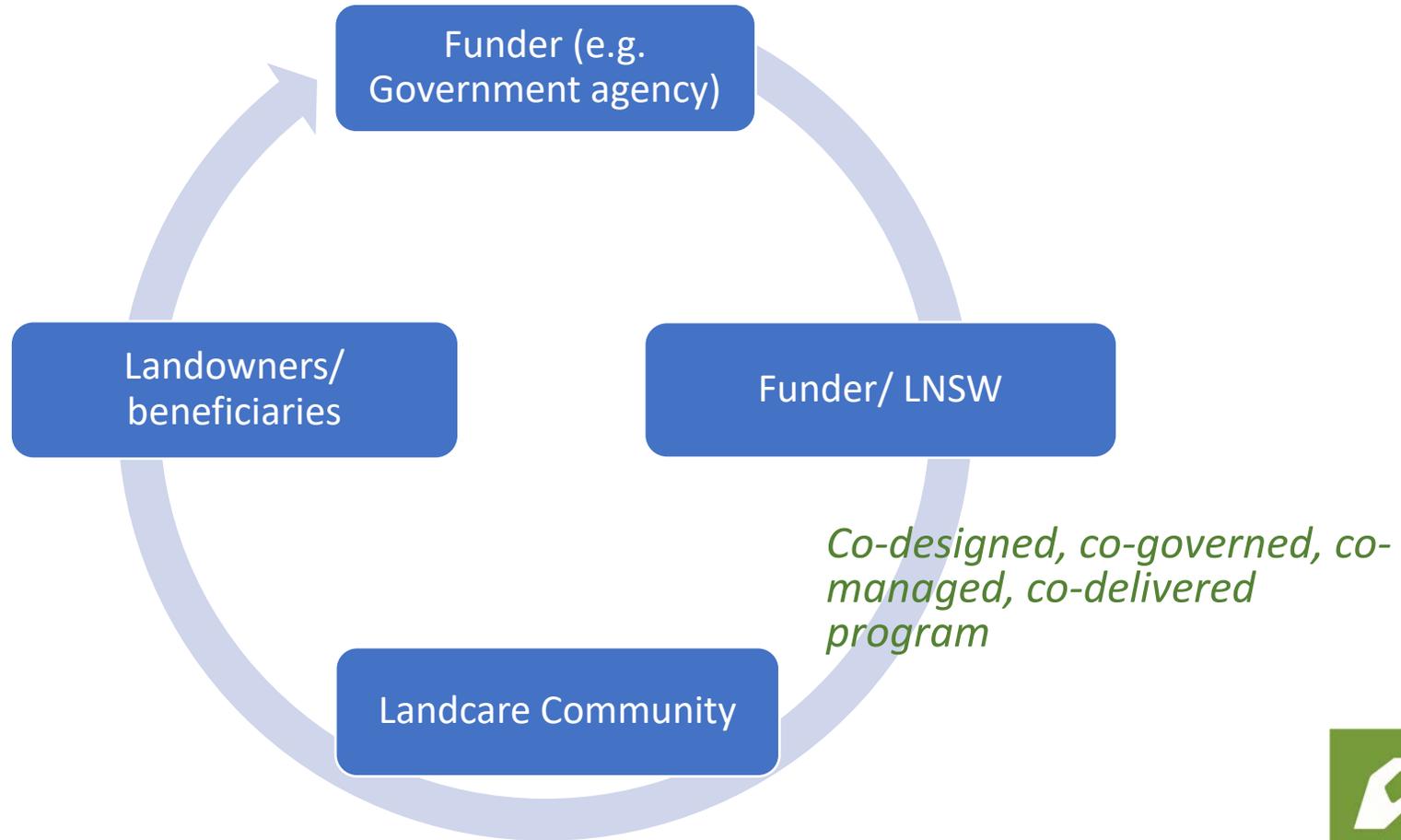
# Approach to forming partnerships that deliver

- Identify the overlap and approach issue with empathy
- Articulate Landcare's value proposition
- Position Landcare as a low risk partner
- Build trust
- Measure success and adopt a model of continuous improvement

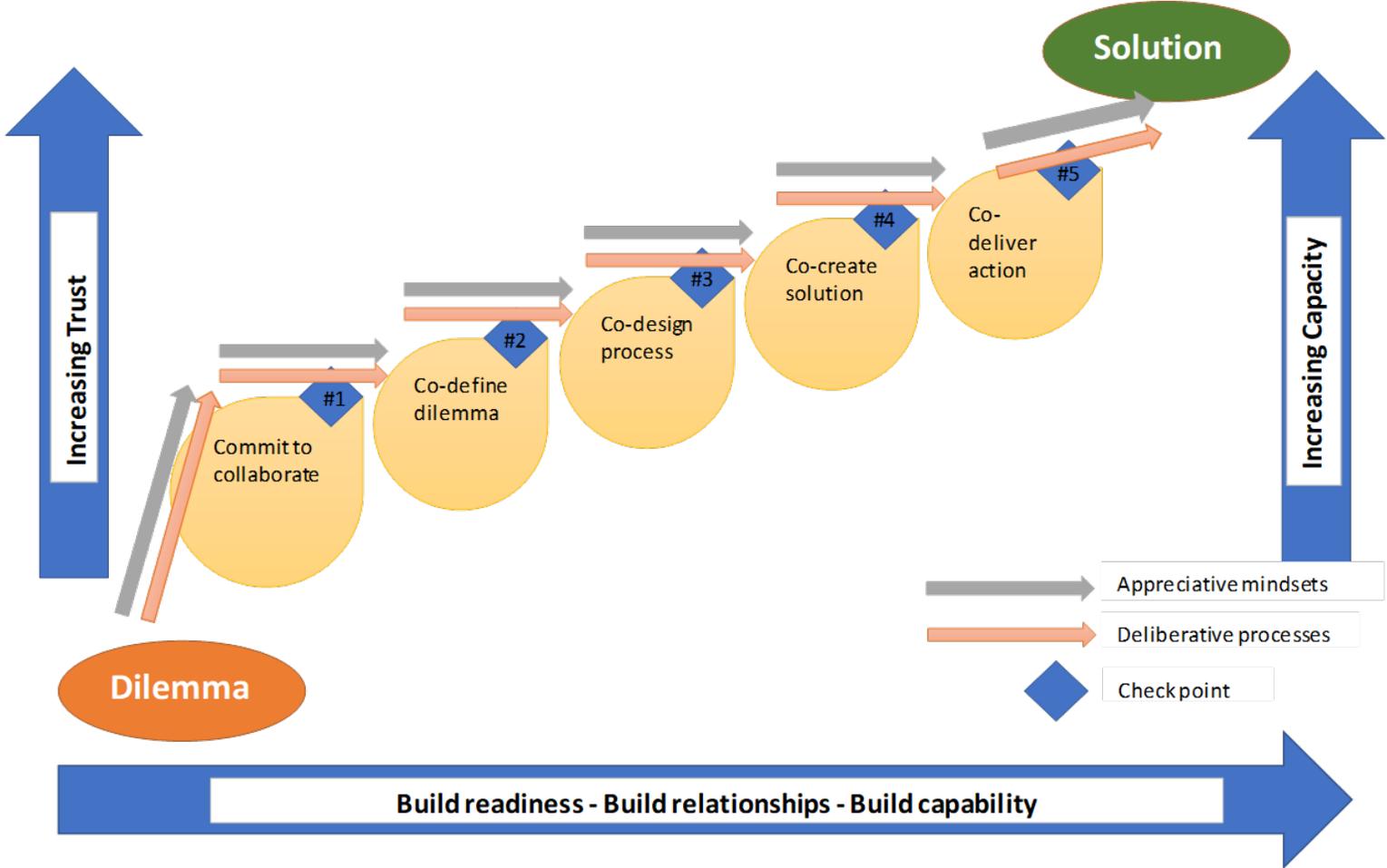


# Landcare's bottom-up approach is the perfect delivery model for complex or wicked problems

*The collaborative practice model represents the best way forward for societies when it comes to approaching, exploring and solving its pressing problems and dilemmas*  
(Twyfords: The Power of Co: The Smart Leaders' Guide to Collaborative Governance)



# Landcare NSW's Collaborative Governance Model



Thank You!

I'd love to answer your questions



*Many Hands, One Voice*

# Setting the Right Context

## Landcare- Strengths and Weaknesses

### Strengths

- High levels of connectivity and social capital
- Excellent knowledge of local landscapes/ ag, environmental, social issues
- Good to great reputation with all levels of government.
- Highly respected as a neutral and balanced voice
- Relatively well-recognised brand
- Large movement of highly passionate, dedicated, knowledgeable, skilled and experienced Landcare groups and volunteers across the state and nationally
- Excellent track record in on-ground delivery

### Weaknesses

- No clear value proposition and differentiator
- What Landcare is and does not well understood by general population
- Lack of marketing message “coherence”- not speaking in “one voice”
- Complex and confusing national, state, regional and local setups
- Low levels of cohesion, collaboration and cooperation between regional and local Landcare groups
- Volunteer burn-out and insufficient recruiting of young volunteers
- Complacency, over-confidence; resistant to change and reluctance to embrace opportunities
- Over-reliant on government funding, insufficient and uncertain funding sources

# Setting the Right Context

## Landcare- Opportunities and Threats

### Opportunities

- Increasing pressures on natural resources and farm productivity
- Increasing recognition by government of the need of community engagement and participation
- Increasing awareness of environmental issues (climate change) and high-quality, sustainably-produced food by general population
- Corporates increasingly aware of their social and environmental responsibilities
- Leveraging the Landcare brand to increase financial support
- Leverage the NSW Landcare movement/ Local and Regional Coordinators to deliver state-wide or regionally-specific programs
- A collaborative and cohesive Landcare in NSW is greater than the sum of the Landcare groups in the state

### Threats

- Changing and reducing funding from government
- Short/ unstable political cycles
- Increased competition for funding in NFP sector by analogous organisations
- Competition for traditional Landcare funding
- Lack of progress with LAL and NLN merger
- Loss of support from Federal government