

Holbrook Landcare Network

STRATEGIC PLAN 2019-2023

Purpose

This Strategic Plan provides the strategic directions of Holbrook Landcare Network (HLN) for 2019-2023. It provides a framework to support the Board's sound decision making, enable on ground action, measure performance and develop consistent budgets and workplans.

It builds on previous plans and conveys HLN's vision for the next four years as well as reflecting our group progress and evolution over time.

Where we work

Holbrook Landcare Network is based in Holbrook in southern NSW. Whilst most of the membership and activities occur in a core area within a 25km radius of Holbrook, HLN also draws membership and at times provides services to a much wider audience including landholders in the Upper Murray region of both NSW and Victoria and South-west Slopes and Eastern Riverina area of southern NSW.

As a leading community group in the region we also engage with, or deliver, projects with influence over a much wider footprint as opportunities emerge and where they align with our strategic and organisational goals. HLN works closely with other Landcare and community groups, local government, state agencies, private industry and other stakeholders active in our region, to ensure our activities are as collaborative as possible and don't duplicate or compete with services already offered.

Agriculture is the major economic driver in our region, dominated by highly productive mixed farming enterprises.

Our membership is strongly represented in leadership and advisory roles with industry peak bodies, and in state and federal natural resources organisations and also in rural community advocacy.

Our area leads in the provision of livestock genetics for Australia as well as being nationally recognised for natural resource management in agricultural landscapes.



STRATEGIC PLAN

2019-2023

VISION

An economically and socially resilient rural community demonstrating strong environmental stewardship.

MISSION

We exist to support our rural community to achieve positive and enduring changes in agricultural productivity, environmental sustainability and social capacity in the region.

GOAL

To be a dynamic, member driven, nationally recognised, financially stable organisation that creates opportunities to improve natural resource and sustainable agriculture outcomes in the high rainfall mixed farming zone of southern NSW.

1

HLN has an engaged and connected membership that is growing, and their needs are being well met.

STRATEGY 1.1 Undertake meaningful engagement with members to identify needs and develop projects and activities to meet those needs

STRATEGY 1.2 Offer a range of core member services that are accessible, relevant and valued by our members

MEASURES OF SUCCESS

- Number of financial members increases
- % of members engaging with activities increases
- More than 90% of members rate HLN as providing good or very good service in the following areas:
 - » Providing relevant services and information
 - » Creating benefits for members
 - » Communicating with members
 - » Understanding members needs

2

HLN has provided a range of quality services that have built the capacity of our rural community to increase the adoption of improved farming practices and natural resource management outcomes

STRATEGY 2.1 Deliver information to members and community through a wide range of extension and engagement activities

STRATEGY 2.2 Act as a conduit for knowledge transfer between members, industry, government and other stakeholders

STRATEGY 2.3 Form partnerships to provide access to up to date and relevant technical expertise and subject matter

STRATEGY 2.4 Be a source of information through undertaking trial, demonstration and monitoring activities

STRATEGY 2.5 Facilitate on ground change through the delivery of devolved grants programs to landholders

STRATEGY 2.6 Co-ordinate on ground change through direct provision of services or through volunteer activity

MEASURES OF SUCCESS

- Number and type of activities delivered
- 90% of feedback on the quality of services is good or better
- Improvement to awareness, knowledge, skills and intent through pre – post activity surveys
- Measure of adoption of practices and attribution of changes to HLN activity through surveys
- Area under management agreement
- Tonnes of waste managed
- No. of trees or hectares/km of revegetation
- Area or length of riparian zone protected
- Area or length of erosion management
- As appropriate for projects, improved vegetation extent, vegetation condition, water quality etc against baseline measurements

VALUES



MEMBERS: We exist for our members who take great pride and pleasure in our landscape, our community and our contribution.



ACTION-ORIENTED: We create a huge voluntary uptake of environmental works and sustainable agricultural practices.



GOVERNANCE: We are an organisation with robust governance and systems, ready to partner with like-minded organisations who wish to invest in our environment, productivity and networks.



TRUSTWORTHY: We are an efficient and trusted point of contact and a key link between farmers and other land managers and researchers, agribusiness, agencies, investors and consultants.



LEADERSHIP: We are a significant, nationally recognised, producer organisation at the forefront of participatory research and demonstration with extensive networks and strong partnerships.



INNOVATIVE: We have a strong reputation for working with farmers, through forging and maintaining a culture of innovation and care for the land.

3 To derive stable and sufficient funding to deliver on the strategic goals from a diverse range of valued partners and investors

STRATEGY 3.1 Actively establish and develop relationships with investors and partners who share our vision and values

STRATEGY 3.2 Clearly articulate, communicate and demonstrate the value of Holbrook Landcare Network

STRATEGY 3.3 Undertake representation and advocacy and take a leadership role in creating an external environment which recognises and supports Landcare and local producer driven activity

MEASURES OF SUCCESS

- Funding is secured from a range of different sources
- Funding secured enables HLN to maintain service delivery to achieve its strategic goals
- Funding secured to provide a minimum of 18 months of life across the life of the strategic plan

4 HLN has maintained and enhanced it's robust, effective and accountable governance systems

STRATEGY 4.1 Establish and maintain robust gap analysis and review processes for policies and procedures

STRATEGY 4.2 Provide skills and knowledge development for Board and staff to ensure capacity to maintain high standards of governance

STRATEGY 4.3 Utilise recognised and transparent systems for information management to demonstrate accountability and reliability

MEASURES OF SUCCESS

- Deliver unqualified audited financial statements annually
- Policies are reviewed and endorsed as fit for purpose
- Policies are supported by operational procedures and enacted by staff
- Demonstrated ability to effectively measure and evaluate success against strategic goals

Holbrook Landcare

There is a strong history in the Holbrook area of the community coming together to discuss and address local issues effecting the productivity and sustainability of their landscape. This collective approach to dealing with issues is grounded in the belief that working together people achieve much more than by working only as individuals.

In 1962, the Holbrook and District Rural Advisory Service (HADRAS) became one of the first stand-alone community driven groups of its kind. With a specified membership hosting field days, trials and discussion groups it was effectively the beginning of an evolution which included Holbrook and District Rural Advisory Group, Holbrook Trees on Farms and eventually in 1989 the formation of the Holbrook Landcare Group. Examples of early issues addressed by the group were remnant vegetation protection and revegetation, rising water tables, erosion, native tree dieback, salinity, acid soils and perennial pastures.

In 2004 a change in investment priorities by state and federal governments led to the development of a 'regional model' which did not favour the collective approach engendered by Landcare and producer groups. This resulted in a marked loss of momentum for Holbrook Landcare but also saw several neighbouring groups struggling to remain viable. In 2008 a turning point was reached with the incorporation of other local groups with Holbrook Landcare Group to form the Holbrook Landcare Network, incorporating members and priorities of the groups. This time also saw a broadening of focus for activities including all facets of landscape

sustainability and productive agriculture and a move from being defined by a geographical boundary to being more subject and issues driven.

Holbrook Landcare Network today is a nationally significant, members driven, Not for Profit community network in southern NSW, a Company Limited by Guarantee and a registered charity with Deductible Gift Recipient Status. Our governance structure includes a Board of Directors with an Executive Officer and operational staff as appropriate depending on demand for project services and funding.

In addition to traditional Landcare activities, HLN also plays a mentoring role to staff in Landcare and producer groups and some of the groups themselves throughout the Murray Catchment. HLN has in recent years extended its participation in the NSW and National Landcare community to assist the work being done to engender recognition and support for the important role of community in natural resource management, sustainable farming and resilient local communities.



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