



# Landcare 21 | supporting landcare beyond its 21<sup>st</sup> year

Draft for discussion  
Prepared by Landcare Queensland  
June 2010



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## *How to provide feedback on the Draft Plan*

Landcare Queensland launched the Landcare21 Draft for discussion on Wednesday 30<sup>th</sup> June 2010 at the first Landcare21 Regional Celebration, which was held in Noosa. We are now seeking submissions from interested persons regarding the content of the Draft Plan.

The consultation undertaken by Landcare Queensland during the latter half of 2009 provided a large amount of feedback, which has been incorporated into this document. We have attempted to include the most common feedback that was received during this period, however, we are now asking that you tell us if we have heard you correctly!

**We are requesting that all submissions adhere to the following guidelines, to allow us to review and incorporate as much feedback as possible:**

- All feedback is to be supplied in a Microsoft Word document;
- All submissions must include your name, organisation, and contact details. This will allow us to validate feedback and put all comments received into context;
- All feedback is to be provided under the relevant headings listed in this document under Section 3 - Recommendations (for example: 3.1 Advocacy, 3.2 Media & Public Profile, etc);
- You may include a extra sub-heading titled "General" if you would like to provide feedback that does not relate to a specific heading as outlined above;
- All submissions are to be emailed to [landcare21@landcare.org.au](mailto:landcare21@landcare.org.au) by Friday 17<sup>th</sup> September 2010.

Please submit feedback to Landcare Queensland by **Friday 17<sup>th</sup> September 2010**.

Positive comments are also welcome and encouraged!

## *Past, Present, Future*

Following the successful establishment of landcare in Victoria during the late 80's (1986/87) the industry organisations in Queensland at that time, the Queensland Cattleman's Union, the Grain Growers Association and the United Graziers Association came together and approached the Queensland Government, to seek support to establish a Landcare movement in Queensland.

The formation of the Landcare program by the Queensland Government followed in late 1989, headed up by Don Begbie and the formation of the Queensland Landcare Council to advise State Government on the ongoing implementation of the Landcare program. At this time 5 Regional Landcare Facilitators positions across Queensland; Rockhampton, Bundaberg, Dalby, Roma and Toowoomba were also established. These positions were tasked with the role of facilitating the formation of landcare groups across the State. Landcare groups grew in number quite quickly in the early years between 1990 and 1992, from a humble beginning, starting off with only six groups in Queensland at the end of 1989, which increased to well over 100 by the end of 1991. Groups were provided with various incentives to form, ranging from support from the Facilitators through to financial incentives. At one point the State Government were offering grants of \$20,000 to contribute towards operating funds for a group if they formed as a landcare group.

Most of the activities that the groups were doing in those days were of an education and awareness nature and groups were very much reliant on the voluntary effort of all the local members. There was also some access to a limited amount of funds though the National Landcare Program, which at that time was \$5-6 million dollars per year nationally and on-ground works were in fact ineligible for funding. The majority of those early years saw substantial voluntary efforts by local leaders in running field days, farm walks and sharing local knowledge. There were also substantial resources available from the Queensland government at the time including technical extension support to run various activities.

In recent years, landcare groups in Queensland have found themselves amongst quite a substantial amount of change, particularly following the announcement of the National Action Plan for Salinity and Water Quality and National Heritage Trust 2, which signaled the formation of Regional Natural Resource Management (NRM) Groups across large areas of Queensland. Prior to this there had already been a few regional groups existing in parts of Queensland but not right across the board.

It also signaled a change in the production of Regional Natural Resource Management (NRM) Plans, which aimed to collate the views of a wide range of community organisations and Queensland Government policies and programs, and align with the policies, priorities and programs of the Australian Government into what became accredited regional plans. These Regional NRM Plans then set the direction for investment across a range of federal and state government programs. In some regions those local landcare groups were still the indirect recipient of substantial funds to assist Regional NRM Groups in implementing the Regional NRM Plans. Progressively some Regional NRM Groups have developed the capacity to implement the NRM Plans directly themselves and have tended to utilise the benefits and functions of landcare groups less and less.

Where landcare groups continue to play a role in the implementation of Regional NRM Plans in partnership with Regional NRM Groups there is a strong role for landcare to continue to set their local direction. That direction can then marry into the Regional NRM Plans where landcare groups can and do play a key role in bringing together local people to participate in implementing Regional NRM Plans in partnership with a raft of organisations.

This means that local landcare projects can in fact be built-up to larger and larger projects that have a larger landscape footprint. They can also be provided with technical assistance from Regional NRM Groups and other agencies. Along with the assistance to monitor the impact of what's been implemented to ensure the ability to report against Regional NRM Plan targets.

However, where landcare groups have found themselves distanced from the Regional NRM processes these landcare groups have struggled to continue to be resourced and struggled to continue to find motivation amongst their members and in lots of cases have waned and shrunk and in a few cases folded altogether. So the current picture of landcare groups in Queensland is very much a mixed bag from becoming highly integrated with Regional NRM activities, maintaining a level of local antimony, seeking their own resources as well as resources through NRM organisations and having a wide range of local projects and projects on a scale which has a landscape impact, through to groups that have effectively folded and no longer exist and a wide range of groups that are struggling to survive and find their place in a complex funding and political environment.

The future for landcare groups in Queensland remains quite mixed and uncertain but, ultimately, boils down to the motivation of local people to want to make a local landcare group functional and vibrant. Regardless of federal or state funding programs, or time committed by Coordinators or Facilitators, without the existence of a locally motivated individual or group of individuals a landcare group won't survive.

The fundamental key to the on-going strength and resilience of landcare in Queensland is finding those locally motivated people who want to make a difference in the broad area of land management, biodiversity and conservation. If we can harness and support their spirit and enthusiasm through well structured networks then the future of local landcare groups is bright.

There is no doubt a lot of challenges still remain across the state: whether it is looking after our fragile soils; looking at soil salinity decline; disease management; weeds; biodiversity; looking after a small patch of remnant bush land or a piece of beach - there is no doubt a wide range of natural resource management challenges that effect all of Queensland. Local landcare groups can play an effective role in addressing those issues of a local nature with motivated individuals and access to good information. From sharing it amongst one another to quite sophisticated research activities that really make a local difference.

*Prepared by Geoff Penton*

*Chair of Landcare Queensland & one of the 5 original Regional Landcare Facilitators employed in Queensland*

# 1 Background

Since its formation in 1989 landcare in Queensland has been a vibrant, highly motivated movement that has achieved significant change in both social attitudes and physical improvements towards land management practices and the environment. However, over recent years, landcare in Queensland has experienced a decline: a decline in the overall number of groups operating, a decline in average group membership, and a reduced number of Landcare groups implementing local on ground projects.

2010 is the 21<sup>st</sup> anniversary of landcare in Queensland. Landcare Queensland seeks to use this milestone to reinvigorate the landcare movement in Queensland. This report provides recommendations to key supporters of landcare to ensure that the movement is reinvigorated over coming years.

## *Landcare Fundamentals*

The role and objective of landcare is to work together at a local, catchment, and regional level to identify and solve natural resource management (NRM) issues. Landcare occupies a unique space that seeks to balance the needs of both conservation and production. Landcare seeks to raise community awareness and educate the public of the need to improve the management of our natural resources, foster cooperation amongst land users and government to solve NRM issues and encourage action at all levels to tackle NRM issues.

## *Landcare Principles*

- Soil, water, vegetation and biodiversity resources are interdependent and affected by development and land use;
- Agricultural and pastoral production can be carried out with minimal damage to soil, water and biodiversity resources;
- Fauna and flora conservation can be integrated into agricultural, pastoral and urban land use;
- Overall natural resource management will be achieved through the wise and integrated use of planning, education, incentives and regulation;
- Effective natural resource management will be primarily achieved through the voluntary actions of individuals;
- Effective natural resource management will depend on the incorporation of local knowledge and up to date science into regional plans;
- Education and public participation programs are key elements in establishing responsible community attitudes towards management of our natural assets;
- Effective community action depends on the social cohesion and landscape impact that results from the formation and collective performance of rural and urban community groups;
- Genuine landcare will be achieved through cooperation between all land users, community groups and all levels of government.

### *Landcare Challenges*

- Providing adequate support for landcare groups who are working together to achieve the landcare vision;
- Availability of technical advice to enhance the adoption of ecologically sustainable techniques of land management;
- Ensuring that communication networks and technologies are in place so that timely and tested information is available to all land managers;
- Ensuring the local level information is taken into account in the formulation of regional plans and state level policies;
- Integration of biodiversity into productive agriculture and urban management;
- Establishing priorities for education, extension, training and research activities needed to advance the goals of landcare;
- Continuing to strive for better mechanisms for coordination of planning and implementation at local, regional, and state levels.

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## 2 Landcare21 Plan

The Landcare21 Plan will identify the needs of landcare groups to continue to operate; engage landholders; and support on ground soil, land and water sustainability projects. The Landcare21 Plan includes the following components:

- An introduction to the history of landcare in Queensland;
- A report on the needs of landcare groups focusing on training and development; resources and funding; and advocacy requirements; and
- Recommendations to stakeholders about actions to assist in supporting landcare groups in Queensland into the future.

### *2.1 Partners*

Support and input into the planning process has been provided by Department of Environment and Resource Management (DERM); Department of Agriculture, Forestry and Fisheries (DAFF); Queensland Water and Landcarers (QWaLC) and the Queensland Regional NRM Group's Collective (RGC).

### *2.2 Role of Landcare Queensland*

Landcare Queensland is very passionate about the future of the landcare movement in Queensland; and more importantly, the future of individual landcare groups who are making a difference at the paddock level in regional towns across the state. We genuinely want to ensure these groups are involved in discussions about the future of landcare; and that they are supported and resourced appropriately to continue their land management work.

Landcare Queensland has facilitated the development of the Landcare21 Plan. We seek to involve as many people and organisations as possible in the implementation of this Plan. Landcare Queensland also seeks to work with the Queensland and Australian Governments and other NRM organisation to ensure recommendations in the Plan are brought to the attention of appropriate organisations, and where possible, resourced to ensure a robust and effective landcare network is operating well into the future.

### *2.3 Role of Queensland Water and Landcarers*

QWaLC is a non-government, not for profit community organisation representing the NRM volunteer sector. QWaLC is the peak body with a mission of supporting community volunteers in achieving sustainable natural resource management in Queensland. QWaLC has assisted with the Landcare21 initiative, playing an advisory role in the development of the Plan and consultation with key stakeholders and supporting the consultation process with landcare groups.

## 2.4 Overview of consultation process

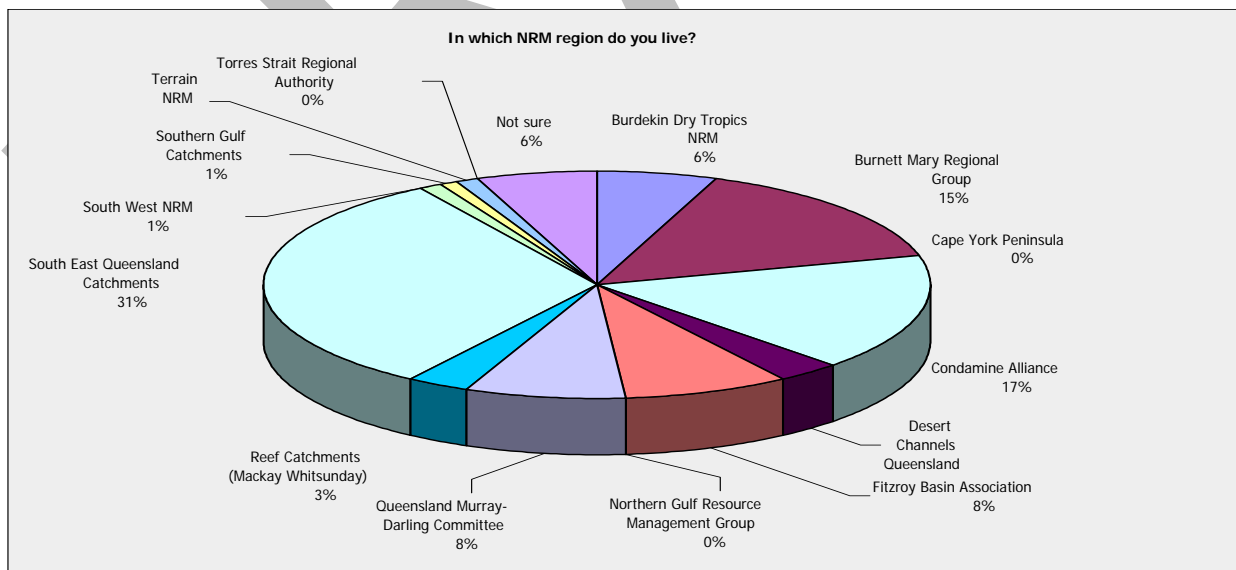
The Landcare21 Plan has been produced in consultation with Landcare Facilitators and Coordinators; landcare group committees and volunteers; peak bodies; agency staff and other stakeholders involved in landcare currently or in the past. This consultation has taken place via the following means:

- A group profile survey, distributed to all known landcare groups in Queensland;
- An online opinion based survey to collect ideas and concerns from landcare and NRM stakeholders;
- A series of focus groups to discuss elements of the plan with interested people in regional Queensland.

The group profile survey was completed by 67 Queensland landcare groups and demonstrated the diversity among landcare group structure. A range of funding arrangements were indicated through the survey and numbers of members varied greatly.

A total of 101 responses to the online opinion survey were received, with just over half of the respondents answering all 14 questions. The survey covered a range of aspects relating to the health of landcare groups in Queensland and the opportunities, challenges and needs perceived by landcarers. The most highly represented age bracket for respondents was 50-65, with 49.5% (n=50). A further 36.5% (n=36) of respondents indicated that they were between the age of 30 and 49, with respondents from other age brackets being negligible. 63.4% of respondents said that they belong to a landcare group, with most having been involved in landcare for between 1 and 5 years (33.7%). Figure 1 shows the distribution of opinion survey respondents by NRM region.

Figure 1. Opinion survey respondents by NRM region



Responses to the opinion survey were highly varied. For example, many rural landholders commented that landcare has become too 'green' and lost touch with its' sustainable agriculture heritage. Conversely, many of the urban landcare and catchment groups perceive opportunities to engage in new (sometimes politically driven) activities, gain access to new markets and forge new partnerships. Overall, it was clear from the survey that there is no such thing as a 'typical' landcare group: each group faces unique challenges and opportunities, has access to different skill sets and has members who are interested or concerned in a diverse range of issues. Survey respondents largely expressed thanks to those individuals and organisations that have supported them over the past 20 years, and described a varied range of highlights of their involvement in landcare. Many respondents believe that the strength of landcare lies in its flexible, community-driven, grassroots approach, which is free from many of the constraints faced by government agencies. Many respondents also commented that landcare enjoys high brand recognition, appeals to a wide range of people, and whilst landcare is about building social capital, the movement has also demonstrated the ability to deliver tangible on ground outcomes, when appropriately resourced.

The focus groups provided a mechanism by which a small number of landcarers from certain localities across the state were able to provide more detailed feedback. Five focus groups were conducted across the following locations: Longreach (during the 2009 Queensland Landcare Conference), Oakey, Mackay, Goondiwindi and Nambour on the Sunshine Coast. Recordings from each of the focus groups were transcribed and have been incorporated into this report where possible. However, due to the qualitative nature of the focus group data, the feedback gained played a larger role in shaping the format and content of the online survey, and providing a background to work within.

The following additional consultation is scheduled to take place during the remainder of 2010, following the release of the Landcare21 Plan - Draft for discussion:

- A forum to be held at the 2010 Queensland Landcare Conference to seek feedback on the Landcare21 Plan - Draft for discussion;
- A series of regional celebration events will be held to launch the Plan, celebrate local landcare heroes, and look to reconnecting landcarers with each other and with other stakeholders. A workshop to gain feedback on the Landcare21 Plan - Draft for discussion will be held prior to some of these events;
- Written submissions will be sought on the Landcare21 Plan - Draft for discussion;
- Targeted meetings will be held with key landcare and NRM stakeholders to seek feedback into the Plan.

## 3 Findings and discussion

### 3.1 Advocacy

The landcare movement needs a voice that can be heard by all stakeholders. This voice needs to be effective in communicating landcarers ideas on policy issues impacting rural and urban landcare issues and the formal recognition of landcare as a sector that should be actively consulted during policy development. This formal recognition of the sector may result in strategic benefits for government.

The voice and ideas of Queensland landcarers need to be heard with national and state bodies in addition to Regional NRM bodies. This includes facilitating the establishment or re-establishment of an effective working relationship between landcare groups and regional NRM groups in order to improve the effectiveness of regional NRM Plan implementation.

As has been identified in the recommendations below, to achieve effective advocacy for the landcare sector in Queensland, communication between and with the state level bodies supporting the sector should be encouraged and also supported through formal functions and roles.

#### **ADVOCACY | *what respondents said about opportunities and challenges***

*Capacity to engage industry and other organisations, albeit often with piecemeal and unsustained success.*

*A greater voice to all levels of government.*

*Access to Government ears, often not available.*

*Challenge - Policy Support.*

*Not getting our voice and ideas heard with Regional Groups.*

*Need more technical assistance, more governance assistance and up skilling in policy and legislation.*

*Landcare has a potential to deliver a wide range of outcomes. It serves no one to ignore this potential. In fact I think some landholders and volunteers feel underrated or undervalued when the recognition of their organisations is left out of the decision loop.*

*A very real need by the State and Federal Governments to lift the profile of Landcare to where it will be seen as a necessary tool in managing the land for a sustainable future.*

## *Recommendations*

- 3.1.1 Queensland government to recognise Landcare as a stakeholder in the future State NRM Framework, and other relevant state plans and strategies;
- 3.1.2 Queensland government to recognise and involve Landcare as a key sector in NRM policy development;
- 3.1.3 Australian and Queensland government and regional NRM bodies to recognise Landcare as a partner in the regional arrangements process;
- 3.1.4 Queensland government to clearly document the role of local landcare groups as a key stakeholder in the implementation of any state NRM plan;
- 3.1.5 Landcare to be involved as a sector 'stakeholder' on state level ministerial advisory panels (GABSI, Biosecurity council, Delbessi);
- 3.1.6 Continued funding to be provided by the Queensland government to support QWaLC in its role (including advocacy) as the peak body representing NRM volunteers in Queensland;
- 3.1.7 Landcare groups recognise QWaLC as the peak advocacy body for landcare in Queensland and accordingly seek support for advocacy issues;
- 3.1.8 QWaLC proactively pursue policy changes that are aimed at improving the state of our natural resources at the Regional, Queensland and Australian government levels on behalf of landcare groups;
- 3.1.9 Landcare Queensland to actively promote the activities of Landcare groups to industry, business and corporate organisations;
- 3.1.10 Ensure that a Queensland representative continues to sit on the National Landcare Network;
- 3.1.11 Pursue the inclusion of a Queensland representative on the Australian Landcare Council, and that information about the position of Queensland landcare groups is fed back to that representative;
- 3.1.12 Ensure that a Queensland representative continues to sit on the Landcare Australia Limited advisory committee, and that information about the position of Queensland landcare groups is fed back to that representative;
- 3.1.13 Ensure that the Queensland representative on the Landcare Australia Limited advisory committee acts in a Board advisory role for Landcare Queensland Limited.

### 3.2 Media & public profile

The use of the landcare 'caring hands' logo and the work that groups have undertaken over the last 20 years has resulted in the landcare image being strong and well known, with the landcare brand currently being recognised by over 70% of the general public. The landcare caring hands image has become an iconic brand in Australia, with most Australian's associating the image as being good for the country. Despite the high recognition of the iconic logo there still tends to be a lack of understanding by the general public about the activities being carried out and the issues that landcare groups are dealing with.

The urban rural divide continues to be an issue, with little of the urban population having a true understanding of agriculture and food production in rural Queensland. This issue was cited by several survey respondents and was raised during focus groups discussions.

Survey responses also indicated that support for groups to develop websites, disseminate information to members and market themselves on a local level is desired. The media is a tool which could be used more effectively to highlight both local issues demanding attention and local actions that a landcare group has undertaken or is proposing to undertake.

Implementation of the recommendations of this plan will assist to generate general media and publicity, showcasing the landcare brand to enhance public participation and awareness and more importantly, consumer behavior.

#### **MEDIA & PUBLIC PROFILE | *what respondents said about opportunities and challenges***

*The national focus and easily identifiable branding of landcare is a strength of the movement.*

*Landcare and the caring hands logo are often associated with tree planting, the varied nature of landcare groups is not conveyed to the general public. Landcare means different things to different people.*

*There are more opportunities for our group because there is goodwill in the community and landcare is trustworthy branding.*

*Landcare groups need to adapt to current preferred communication styles. Websites are key to this.*

*We need to find ways to build groups in a manner that demonstrates that we are not just 'tree-huggers', but rather, that we have very real environmental concerns.*

*Landcare groups need to be positive about the successes that have been achieved, and not under rate the achievements that have been made already.*

## *Recommendations*

- 3.2.1 Landcare groups proactively seek opportunities to undertake media training to help improve communications and media presence;
- 3.2.2 Landcare Queensland develop support materials for landcare groups to assist them to generate general media coverage;
- 3.2.3 State level organisations (Landcare Queensland & QWaLC) involved in landcare increase coordination of media activities to enhance media coverage for landcare;
- 3.2.4 The media monitoring services currently provided by DERM be expanded to increase coverage of regional and local papers;
- 3.2.5 Landcare groups and state level organisations continue to engage key 'champions' to help build the profile of landcare;
- 3.2.6 Landcare groups and state level organisations proactively look for good news stories in landcare and work with media outlets to ensure good coverage of such stories.

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### ***3.3 Recognition and acknowledgement***

There is a need for ongoing recognition of landcare as a key means for on-ground community action. Firstly, recognising the good work that individuals do within the landcare movement in land management roles and secondly the wide range of other support roles landcarers adopt across the community.

The ability to acknowledge the efforts of outstanding individuals is an important role in motivating the whole landcare movement. Interlinked with improved media and public profile is the sharing of success stories with others to not only encourage on-going dedication and combat common burn-out issues but, also attract new members to become involved.

The ability to protect the use of the Landcare hands for the future to ensure the symbolism remains clear of the intent is also important. As has been identified by one survey respondent, 'the brand name is strong and has an honest and truthful reputation'. Garnering this image will assist the landcare movement to remain a strong community lead movement.

#### **RECOGNITION & ACKNOWLEDGEMENT | *what respondents said about opportunities and challenges***

*Brand name is strong and has an honest and truthful reputation.*

*Be positive about successes - do not under-rate what has been achieved already.*

*We need to make it attractive for members to be involved.*

*Gaining recognition by Regional and State bodies.*

### ***Recommendations***

- 3.3.1 Conduct a series of regional Landcare Champions events during 2010 to recognise the important work that has been achieved over the past 20 years;
- 3.3.2 Continue the Environment & Landcare Award category through the Awards Australia Regional Achiever Awards and ensure Landcare Queensland continues to be involved in the awards assessment process;
- 3.3.3 Continue Australian and Queensland government investment in and process for the state landcare awards;
- 3.3.4 Encourage landcare groups to nominate for other relevant awards and categories held in Queensland.

### **3.4 Communication between stakeholders**

Landcare groups are often at the centre of a very active knowledge system, they hold experience and understanding of a range of land management practices and skills which need to be shared with a broader audience (Keith 1995). At the same time, groups are keen to access multiple sources of information which can support the achievement of their own objectives (Keith 1995). This information is often transmitted between stakeholders in an uncoordinated manner, which may hamper the effectiveness of communication between landcare groups and other sector stakeholders.

This reflects the need for enhanced communication between organisations within the NRM sector, for example, between landcare groups and the RGC, Landcare Queensland, QWaLC, local government and conservation groups. Further, enhanced communication between landcare groups is required in order to share learnings. Several survey respondents identified enhanced communication and information sharing as being particularly relevant at this time as funding arrangements become increasingly competitive.

Overcoming the isolation of many landcare groups and landholders across Queensland may be encouraged through the use of a range of mechanisms, which may include: encouraging support from neighbours, the use of communication technology and, where appropriate, working as a cluster. Groups should be encouraged to listen and learn from different perspectives. These strategies will assist landcare groups to have a strong base for communication across the state.

#### **COMMUNICATION BETWEEN STAKEHOLDERS | *what survey respondents said about opportunities and challenges***

*Opportunities exist to collaborate with other groups.*

*There are opportunities for our group to assist other groups to form.*

*Cooperation rather than competition is required between groups.*

## *Recommendations*

- 3.4.1 Continued support for the annual Queensland Landcare Conference from Queensland and Australian government and the Regional NRM bodies of Queensland;
- 3.4.2 Support for Landcare PlaceStories digital communication tool, which will assist groups to record their achievements and share information about learnings;
- 3.4.3 Align key Queensland government NRM initiatives with the annual Landcare Week timetable;
- 3.4.4 Establish communications protocols between key stakeholder organisations including DERM, RGC, QWaLC, and Landcare Queensland, for the sharing of information and maintenance of contact lists;
- 3.4.5 Investigate methods to facilitate the formation and development of cross-group projects and funding proposals;
- 3.4.6 Australian and Queensland government support for training workshops for the landcare coordinator network (including Regional Landcare Facilitator positions), in order to enhance networking and cross-collaboration opportunities.

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### ***3.5 Structural arrangements***

Landcare groups must work within a frequently changing operating environment. The requirements of government programs are not static and groups must keep abreast of these changes and find ways to work within them.

Across Queensland, Regional Councils and Regional NRM bodies extend varying levels of support to landcare groups. Some Regional Councils offer in-kind support in the form of office space and equipment and support for a funded coordinator position. Some landcare groups feel that council amalgamations and the process of regionalisation on a broader scale have diluted local input.

Survey responses indicated that many Regional NRM groups have not aligned with landcare and that relationships in some areas are not as strong as they could be. Some groups also expressed concern that all levels of government expect too much from landcare groups.

#### **STRUCTURAL ARRANGEMENTS / *what survey respondents said about opportunities and challenges...***

*The federal government should be encouraged to allocate landcare funds directly to landcare groups, without going through regional NRM bodies.*

*The overarching organisation does not relate back to grassroots particularly well.*

*Dealing with two different state peak bodies is challenging (i.e. QWaLC and Landcare Queensland).*

*Participation of local governments is limited - often there are conflicting outcomes between the environment and a lack of true strategic planning.*

*Centralised decision making in Brisbane.*

*We experience a lack of support from catchments bodies.*

### ***Recommendations***

- 3.5.1 Work with RGC to establish support guidelines and protocols for landcare groups through Regional NRM bodies;
- 3.5.2 Approach LGAQ to establish support protocols for landcare groups through Regional Councils;
- 3.5.3 Ensure state level organisations establish communication protocols to ensure that information is shared for the benefit of the landcare sector.

### ***3.6 Coordinator and facilitator support***

The Australian Government has recently committed funding to providing Regional Landcare Facilitators, which is a positive step for the health of landcare in Australia. In the past, the Queensland Government employed landcare facilitators, who assisted groups to develop projects, seek grants and deal with group effectiveness issues. This support, provided through both state and national support mechanisms, has proved effective for landcare groups. When government support for landcare facilitators has been in place it has resulted in a greater investment in NRM in Queensland through Australian government grants as well as philanthropic funding.

The reinstatement of this network of Regional Landcare Facilitators should boost group effectiveness and direction. However, it is clearly recognised that landcare group effectiveness and levels of achievement are significantly enhanced by the support of a local level landcare coordinator. To operate effectively groups should have access to support from a coordinator either individually or in clusters. The majority of survey respondents indicated that funding for a paid coordinator was something that their group needed in order to continue and prosper.

#### **COORDINATOR & FACILITATOR SUPPORT | *what survey respondents said about opportunities and challenges***

*There is an unrealistic expectation held that community volunteers are able to meet funding criteria and time limits without the support of paid staff who are able to make applications and manage projects.*

*We need paid support staff in order to make a difference.*

*We need support to develop career pathways for landcare employees. There is no continuity at present, with changes being made every three years as funding cycles roll over.*

*Sustaining knowledgeable people in key positions is a challenge.*

*The loss of staff and their knowledge of NRM is linked to the lack of funding available for support staff.*

### ***Recommendations***

- 3.6.1 Semi permanent (>3-5 years) project management staff are required to manage the beaurecratic requirements of funding sources and establish strong working partnerships;
- 3.6.2 Support for the re-establishment of a coordinated state wide network of landcare facilitators and coordinators to enhance collaboration and capacity building;
- 3.6.3 Continued Australian Government funding to support the national Regional Landcare Facilitator network.

### 3.7 Reporting

Much of the on ground work carried out by landcare groups occurs under funding provided by government agencies, regional bodies, corporate partners or other organisations that offer competitive grants. These agencies and organisations usually have differing reporting requirements, requiring landcare groups to monitor, evaluate and report on their projects in a flexible and sometimes inconsistent manner, in order to satisfy the requirements of the funding body. A standardised format for NRM reporting may alleviate this problem.

The Australian Government currently requires adherence to the MERI Framework (Monitoring, Evaluation, Reporting and Improvement) for project reporting. Mandating the use of this framework restricts flexibility in reporting. If landcare groups are expected to use the MERI Framework, they require training and support in order to do so. As highlighted by Curtis (2003), the most important roles for landholders include participating in group activities, establishing community priorities and undertaking work on their properties as opposed to administering government funded projects.

The documentation of on ground methodologies is one output from these projects that could take place as part of project evaluation. The documentation of this methodology would allow for the accumulation of a knowledge base from which the landcare movement can learn from and improve the science behind their activities.

#### REPORTING | *what survey respondents said about opportunities and challenges*

*Landcare activities should not only be measured by the length of fences built or the number of trees planted, but also by the relationships developed over time. How is this factored into project funding applications or monitoring and reporting requirements?*

*Good project monitoring and evaluation skills and commitment to this component of a project are often lacking. These are required in order to demonstrate the impact of the investment in the project.*

*Impractical project timelines are often associated with funded projects. There are many issues with this, not least being that it makes reporting on project outcomes difficult.*

*Monitoring and adaptive management are challenges that face our group.*

*MERI Framework and program logic support, training and consulting are required.*

## *Recommendations*

- 3.7.1 Landcare groups to collect information on the voluntary hours that members and local landholders contribute as a means of demonstrating the added value they achieve;
- 3.7.2 State organisations (QWaLC, Landcare Queensland and RGC) to develop processes to collate and distribute information about what landcare groups are achieving on the ground;
- 3.7.3 Training on the use of the MERI Framework to be provided to landcare groups;
- 3.7.4 Landcare PlaceStories to be promoted and used for project reporting and the sharing of on-ground project methodologies.

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### 3.8 Community Participation

Landcare groups are predominantly reliant on community support for their continuation. This support can take a range of forms, with some people opting to become financial members of a group and others taking a hands-on volunteer role. Landcare groups face many challenges in overseeing community participation, which can include: promoting membership, recruiting and coordinating volunteers, recruiting executives, maintaining effective group leadership, and managing group function and dynamics. The following sections describe these challenges in more detail.

#### COMMUNITY PARTICIPATION | *what survey respondents said about opportunities and challenges*

*Our group finds it easy to get project participants, but difficult to get committee members.*

*Utilising the skills of our members is a challenge.*

*Succession plans are required to ensure that burnt out leaders can be replaced.*

*Our group is well entrenched in the local community, but it has lost its 'newness' and 'excitement' and we find it difficult to attract new people to committees.*

*We face challenges in encouraging our members to assist with projects and also in encouraging them to view landcare as more than a mechanism for obtaining funding for project work.*

*Increased respect should be given to the expertise of volunteers.*

*Groups need to be clear about what they are offering to landholders and the community, and be sure that they are able to provide this in the long-term.*

*Groups should keep it simple, and provide positive messages about the benefits of participation for the individual and the local community. People will always want to know what is in it for them.*

*Schools provide a great opportunity to recruit new members to landcare groups.*

*More opportunities could be provided for members to get together and network.*

*Burnout and a lack of younger members is a challenge for our group.*

*Our group is predominantly an 'interest' or 'issue' focused group, which meets monthly, and we have no real challenges.*

### Volunteer management

Landcare groups are mainly reliant on volunteer support for their continuation. Managing volunteers is an area that many landcare groups require assistance with at some stage. Challenges that are faced include the recruitment and coordination of volunteers, human resources management, and providing training and resources for volunteers.

## **Risk management**

Landcare groups appreciate the contribution the Queensland Government has continued to make toward the provision of public liability insurance for their groups. Ongoing commitment to the provision of this service is crucial for landcare groups as it allows them to continue holding public events and provide insurance for volunteers.

## **Group participation and function**

Many landcare groups face the constant challenge of ageing members, finding it difficult to attract and retain younger people in the landcare movement. This challenge can be exacerbated by rural population decline, which has resulted in much of the younger generations moving to urban areas. The reverse may occur in some less rural areas where people move into the district but are not easily interested in an area that they have no strong connection to. Many survey respondents suggested that landcare groups should capitalize on opportunities presented by establishing relationships with local schools, as a means to breed an interest in landcare at a young age, and recruit younger group members.

Once established and supported in their community, many groups face problems trying to keep their members motivated to continue involvement in landcare activities. Having lost the initial excitement and attraction, groups are left trying to find ways to keep up enthusiasm for the groups' activities. Some groups are built on the strength and commitment of only a few committed individuals. In these and other situations, succession planning for ongoing leadership strength can be a challenge, especially when many landholders and volunteers are time poor.

Another challenge faced by groups is attracting members that have the skills and expertise that they need. Conversely, once groups attract members or volunteers who possess skills, the challenge becomes being able to utilise those skills to achieve positive outcomes.

## *Recommendations*

- 3.8.1 Utilise the expertise of Volunteering Queensland, Queensland Council of Social Service and other organisations to improve the practices of landcare groups;
- 3.8.2 Capacity building needs for landcare groups around volunteer management to be assessed and met where possible;
- 3.8.3 Queensland Government continues to contribute to the provision of public liability insurance for landcare groups registered through QWaLC;
- 3.8.4 State level landcare organisations maintain a register of support materials and standard documents groups to assist group function e.g. constitution, procedure manuals and meeting minutes and agendas;
- 3.8.5 Landcare groups continue to encourage local landholders to participate in landcare groups;
- 3.8.6 Landcare groups encourage participation from urban people, including the formation of urban groups;
- 3.8.7 Landcare groups actively identify local natural resource priorities for action and local projects, and communicate these priorities to others at a local, regional and state level;
- 3.8.8 Landcare group members continue to develop management, governance and operational skills to enhance group effectiveness;
- 3.8.9 Landcare groups actively seek to involve young people and achieve a gender balance;
- 3.8.10 Invest time and money in developing local 'business plans' for landcare groups to take a more strategic approach to projects and the groups future existence;
- 3.8.11 Landcare groups to actively monitor and evaluate their activities and continue to improve their effectiveness.

### 3.9 Education

Landcare is the responsibility of the whole community. Actions to improve the management of our natural resources are the concern of both rural and urban people and the ethos of landcare has the potential to appeal to both of these groups, and in fact, all Queenslanders.

There is a pressing need for an on-going community wide education and awareness program. This is due to the fact that community education programs generally follow the cycle: generate awareness → education → act. The awareness raising phase therefore needs to be revisited.

Landcarers are concerned about the education of a new generation of environment professionals. There are currently low intake rates for people studying agricultural science and related disciplines, which has the potential to result in a long-term lack of technical expertise for landcare groups. There is a further decline in the number of student teachers choosing to study science as part of their degree, leaving a gap in teaching knowledge. Support for professional development programs for teachers may lessen the effects of this trend.

For landholder groups, it is not easy staying keen and fresh year in and year out. Thus it is up to the networks (landcare coordinators) or Regional NRM bodies (via Regional Landcare Facilitators) to continually provide ideas and opportunities for extension, workshops, field days and the like.

#### EDUCATION | *what survey respondents said about opportunities and challenges*

*Our group could investigate hosting projects for the early childhood age group, as our local school does not have a junior landcare group.*

*Landcare should work more toward promoting agriculture and food production to the non-rural community.*

*Community education about a range of issues is required: pollution, the need for biodiversity, riparian issues etc.*

*Access to science and educational information is something that our group requires.*

*Ongoing professional development for staff and volunteers is required.*

*Landholders do not require more training. Government decision makers could benefit from farm training and farm visits to see all the good work that is being done.*

## *Recommendations*

- 3.9.1 The Queensland Government and the landcare community contribute to the establishment of a Landcare Bursary designed to support the increased intake of science students and the industrial/ project placement of students with local landcare groups.

### Schools

- 3.9.2 Timely and good investment to maintain a school education program now that landcare is embedded in the curriculum;
- 3.9.3 Queensland Environmentally Sustainable Schools Initiative (QESSI): opportunity to include information about university courses in the program, in order to encourage students wishing to pursue further study in environment-related disciplines;
- 3.9.4 Landcare and Regional NRM groups to take advantage of the landcare curriculum materials and support regular school landcare activities;
- 3.9.5 Landcare groups and other key stakeholders to support the professional development of teachers in landcare to help ensure the longevity of the teaching effort;
- 3.9.6 Landcare groups make local project sites available to schools for education purposes.

### Broader community

- 3.9.7 Generate a relationship between rural and urban communities and target the generation of participation in community groups. Particular focus should be given to peri-urban areas given the population growth expected in the areas around major urban centres;
- 3.9.8 Target education to timely and relevant issues (For example; bio-security issues when there is a disease outbreak).

### Group capacity building

- 3.9.9 Landcare workshops, field days and training events are wherever possible conducted under an Australian National Training Authority (ANTA) Vocational Education and Training Accredited Study Unit, to ensure participants can receive formal recognition for their skills;
- 3.9.10 Certificate level training be made available for volunteers to improve employability and volunteer skills;
- 3.9.11 Support from the Queensland government for administrative and governance training for landcare groups;

- 3.9.12 Financial management training to enable landcare groups to compete with larger groups who have dedicated financial management staff;
- 3.9.13 Investigate access to free or subsidised online education, courses or workshops;
- 3.9.14 Landcare groups support professional development and training opportunities for staff;
- 3.9.15 Seek extension support from relevant Queensland Government departments including Department of Employment, Economic Development and Innovation (DEEDI) and DERM;
- 3.9.16 Build a database of training needs of landcare groups and potential providers and opportunities.

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### ***3.10 Problem solving and innovation***

Overall, there has been a distinct lack of strategic direction in landcare for the past decade (Campbell 2009). Having no strategic support or direction at the national, state or regional level may explain why many individual landcare groups struggle to find their way, make strategic decisions, ensure initiatives and investments are relevant and will make a real difference in the long term. A number of survey respondents noted that a lack of strategic direction affects their group's effectiveness. Coupled with existence of the same shortcoming in local and state government, landcare groups sense that there is a lack of true strategic planning.

Partnerships between the landcare groups and industry bodies, researchers, government agencies and Regional NRM bodies have tended to be ad hoc and location specific. This has resulted in many landcare groups lacking access to technical information, research and innovative approaches. There is an opportunity for the landcare network to proactively build these partnerships in order to deliver mutually beneficial outcomes. Particularly in terms of research, landcare groups may find opportunities to participate in projects that benefit their understanding and knowledge and build ongoing relationships with relevant institutions and organisations. In turn, institutions can benefit from the ability to engage with the landcare sector and gain participation in their programs.

There is a growing sense that landcare could focus attention beyond the 'landcare group', and rather shift toward more inclusive methods of engaging people in the landcare ethos. Innovation is seen by some as an opportunity to leverage support and knowledge, whereas some groups remain hesitant to the idea of changing.

#### **PROBLEM SOLVING & INNOVATION | *what survey respondents said about opportunities and challenges***

*Building alliances with industry organisations and through a shift toward more general sustainability issues may provide opportunities to appeal to both primary producers and others.*

*We should be working towards recapturing the broader concept of landcare - rather than focusing solely on landcare groups. Landcare has had an impact as industry bodies are now promoting 'landcare business' - we need to think about where landcare can move to now, where can landcare be a leader?*

*Landcare 'coaches' could attend group activities to challenge old thinking and promote innovation.*

*Technical support is always required, whether it be for improving water quality, reducing the impact of weeds or overcoming the degradation of waterways and landscapes.*

## *Recommendations*

- 3.10.1 Ensure landcare groups have access to up to date technical information and research;
- 3.10.2 Establish research partnerships between Landcare groups and key government agencies and industry bodies;
- 3.10.3 Landcare groups to liaise with government departments, local authorities and Regional NRM groups to help formulate strategic plans to address locally identified landcare issues;
- 3.10.4 Landcare groups to adopt catchment targets as a means of focusing their efforts;
- 3.10.5 Support Property Management Planning (PMP) as a means of ensuring land is used within its capability and pursuing benefits such as reduced bank interest.

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### **3.11 Sustainable Agriculture**

In many parts of Queensland, landcare groups are the first port of call for landholders seeking technical information or advice about sustainable agriculture and land management. In these cases landcare groups effectively perform the role of extension service providers; however, they do this with extremely limited resources. The Queensland Government's removal of extension services from regional Queensland has resulted in reduced opportunities to access technical information and support. Despite being widely regarded as one of the most successful tools for behavior change in rural land management extension support services in regional Queensland have continued to decline during the past 20 years, leaving many under resourced landcare groups to fill this gap.

In addition to this, many groups face the challenge of maintaining or creating a balance between production and sustainable NRM. Engaging rural landholders through landcare is also becoming increasingly difficult as the majority of government financial incentives are delivered by regional NRM bodies and agricultural bodies. This has left many farmers with no incentive to contact their local landcare group.

#### **SUSTAINABLE AGRICULTURE | *what survey respondents said about opportunities and challenges...***

*Attracting the younger generation of graziers to landcare is a challenge.*

*The relevance of landcare to producers is waning.*

*The scale of on-ground sustainable farming projects is not suitable for small grants.*

*Engaging rural landholders is challenging as all government incentives are being delivered by the regional body and agricultural bodies in our region.*

*Maintaining a balance between production and NRM is challenging.*

## *Recommendations*

- 3.11.1 Landholders supported adopt drought mitigation practices as part of everyday property management;
- 3.11.2 Landholders adopt practices that avoid, stabilize and reverse the effect of soil erosion, soil structural decline, soil acidification, nutrient decline and soil salinity;
- 3.11.3 Landholders supported to adopt practices that integrate nature conservation into property management;
- 3.11.4 Currently degraded land to be rehabilitated where practical and economically viable;
- 3.11.5 Increase Queensland Government technical extension support and research and development support for landcare groups;
- 3.11.6 Supported through landcare groups, landholders adopt integrated catchment management principles at a property and local level.

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### ***3.12 Funding***

A considerable amount of the work of landcare groups is for public good and stands to reason that public funds should play a large supporting role for landcare groups. There are also activities that landcare groups undertake that will generate a degree of private benefit to individuals and also stands to reason that some activities may cost individual participants. The balance between these will be based on local group attitudes towards in-kind investment and their access to publically funded support.

In recent years considerable funding for NRM has been directed through Regional NRM groups and there is an opportunity for landcare groups to position themselves as a delivery partner, working with Regional NRM groups to develop and implement local action plans and projects.

There are also several opportunities for landcare groups to access their own funds through a range of means. These include memberships, local fund raising, sponsorships, sales, fee for service activities and attracting grants from many sources. 100 percent of survey respondents mentioned funding (access to, lack of) as a major challenge for landcare. One mechanism for landcare groups is to engage with corporate sponsors and partners. This may occur on an individual level or via the state and national landcare bodies.

Whilst many groups comment on the lack of government support and funding for groups and landcare activities, landcare groups should strive toward achieving independence from this government funding in order to build resilience within the sector. Developing this independent funding base will ensure continuity for the landcare movement, presenting both a challenge and an opportunity for landcare groups.

Groups experience significant overheads in managing and acquitting grants in order to run government funded projects. Funding opportunities for landcare groups have also decreased under the federal Caring for our Country (CfoC) program. The landcare movement finds itself needing to secure funding from different sources, which include the mechanisms listed above.

Landcare groups need to become more business-like and find ways to cover a significant part of their non-project operating costs via business units. However, they must be supported to do this, as it takes most businesses several years to become profitable. Groups also need to stay engaged with local government and strive to implement aspects of the Local Government NRM plans.

## FUNDING | *what survey respondents said about opportunities and challenges*

*There is a need for corporate sponsors and the like, in order to attract funds. This engagement may best occur via the State and National landcare bodies.*

*Landcare needs to develop an independent funding base.*

*Despite a history of delivering NRM efficiently, we have no direct funding from the government.*

*Funding via our regional NRM body has not been continued.*

*The Federal Government should be encouraged to allocated funds to landcare groups without the regional NRM middlemen.*

*Overheads are required for applying for, managing and acquitting grants.*

*Landcare groups have no opportunity to secure funding under the Caring for our Country program.*

*Funding programs have changed significantly over the past years and landcare groups need to adapt to the new arrangements; however, the CfoC program has so far been in absolute ignorance of landcare. In order to overcome this hurdle, I think we need landholder input to flow back to the top tiers of government so that they understand the importance of landcare on the ground, particularly for primary production sectors, not just urbanised landcare and coastcare, that has developed into very different identities.*

*Small annual grants for office funding are needed.*

*We require funding for audit expenses.*



## *Recommendations*

- 3.12.1 Landcare groups to consider establishing a small membership fee as a means of generating a small operating budget;
- 3.12.2 Landcare Queensland to continue to pursue partnership funding through corporate organisations and where appropriate provide support to landcare groups to establish corporate partnerships at the local level;
- 3.12.3 Seek funding from the Queensland Government for an additional annual grants program for Landcare 21 year and beyond. Focus funding on the role of local landcare groups in delivering priorities identified through State government programs (Q2 Coasts to Country);
- 3.12.4 Work with industry bodies to look at how they are relating their programs to the activities of community landcare groups;
- 3.12.5 Landcare lottery fund - investigate an 'environment' allocation through the Gambling Community Benefit Fund (GCBF);
- 3.12.6 Investigate opportunities to establish a community benefit fund through mining industries;
- 3.12.7 Regional NRM groups recognise landcare groups as delivery partners and allocate funds to be available to landcare groups and their activities;
- 3.12.8 Local government to provide support and funding programs for landcare groups in their area;
- 3.12.9 Acknowledgement at Queensland and Australian government level that landcare is still a viable option for delivering on-ground outcomes;
- 3.12.10 Propose a 'Landcare' theme for DERM community awareness grants in 2010 to recognise and promote the achievements of the landcare movement over the past 21 years;
- 3.12.11 Small grants sought through the Queensland Government to assist landcare groups to operate and function;
- 3.12.12 Establish a database of funding programs available through Regional NRM group and outside funding sources.

### **3.13 Landcare as business**

The whole approach to the funding of landcare needs to be changed. Many landcare groups are resisting this change; however, this presents a major risk to the landcare movement. If this resistance to change continues, governments and organisations will get the job they need done completed by others, be they rural fire brigades, Conservation Volunteers Australia, Reef Guardian schools or conservation groups. To governments, it does not matter who does what is deemed necessary, it only matters that it gets done. If landcare groups are not prepared to adjust to the changed operating environment, someone else will, and that puts the landcare movement at risk.

Landcare groups require business skills in order to survive in the current operating environment. These skills may come from a number of sources, including governance training or mentoring arrangements with more experienced groups.

#### **LANDCARE AS BUSINESS / *what survey respondents said about opportunities and challenges***

*Our group could investigate hosting projects for the early childhood age group, as our local school does not have a junior landcare group.*

*Landcare should work more toward promoting agriculture and food production to the non-rural community.*

*Community education about a range of issues is required: pollution, the need for biodiversity, riparian issues etc.*

*Access to science and educational information is something that our group requires.*

*Ongoing professional development for staff and volunteers is required.*

*More education is needed for 'tree changers'.*

*Landholders do not require more training. Government decision-makers could benefit from farm training and farm visits to see all of the good work that is being done.*

*Groups need access to good quality educational information.*

*Our group could benefit from someone from CfoC producing a paper that details what landcare groups could do that aligns with the next funding round.*

*Land management certification is the next step for Australian landholders. Landcare should be involved and leading as a rejuvenation of the movement.*

## *Recommendations*

- 3.13.1 Support adoption of the Australian Land Management Certification (ALMC): to assist land managers to access premiums or markets for a differentiated product;
- 3.13.2 Support the adoption and use of the ISO 14000-1 - Environmental Management System (EMS) certification system;
- 3.13.3 Support for landcare groups to participate in Regional NRM bodies governance and business management training;
- 3.13.4 Establish mentoring relationships between landcare groups operating successful business arms with newly established landcare group business operations;
- 3.13.5 Promote the benefits of landcare groups operating with voluntary and community support through business case studies;
- 3.13.6 Investigate ways to support business structured groups with financial and governance accountability.

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## 4 Where to From Here

The final Landcare21 Plan will be complete towards the end of 2010 and will act as a guiding document for the landcare sector while working to strengthen and support the movement for a further 20 years by pursuing recommendations outlined in the Landcare21 Plan.

The recommendations outlined in the Landcare21 Plan target a range of stakeholders and require recognition and consideration across all levels of the sector including landcare groups themselves. Landcare Queensland, with the support of QWaLC, will work to address those recommendations that can be achieved independently, and pursue support from other stakeholders identified through the Landcare21 Plan to address recommendations that require outside consideration. We also acknowledge that a National Framework for Landcare is being developed and we will provide the information outlined in this document to the Australian Government, for consideration in preparation of the National Framework.

An effective landcare movement in Queensland will be built on the leadership of landcare people at local, regional and state levels. This leadership will serve the landcare movement well if it is thoughtful, considerate, inclusive and strong in the face of the many challenges that face the landcare movement in Queensland.

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Marshall, GR 2007, 'Nesting, subsidiarity, and community-based environmental governance beyond the local level', Occasional Paper 2001/01, Institute of Rural Futures, University of New England, Australia.

Second Generation Landcare Taskforce, 2002, *Healthy landscapes, sustainable communities: Victorian action plan for second generation landcare*, Victorian Department of Natural Resources and Environment.

**The following reports with unknown authors were also reviewed:**

New directions for landcare: Draft for discussion

Landcare decade of action 2000-2010

Decade of action meeting - 21 July 2000, meeting handout

Framework for landcare support strategy

# Appendix 1: Online Opinion Survey Questionnaire

The following survey was available via a weblink, which was distributed to our contact database and available on the Landcare Queensland website ([www.landcare.org.au](http://www.landcare.org.au)):

*Please check Boxes where appropriate.*

Are you a member of a landcare group: Please check box.

Yes  No

Name of Landcare group you are associated with? \_\_\_\_\_

How long have you been involved in Landcare?

<input type="checkbox"/> 1-5 yrs	<input type="checkbox"/> 6-10-years	<input type="checkbox"/> 11-15 years	<input type="checkbox"/> More than 15 years
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In which NRM region do you live?

<input type="checkbox"/> Burdekin Dry Tropics	<input type="checkbox"/> Burnett Mary Regional Group	<input type="checkbox"/> Cape York Peninsula	<input type="checkbox"/> Condamine Alliance	<input type="checkbox"/> Desert Channels Queensland
<input type="checkbox"/> Fitzroy Basin Association	<input type="checkbox"/> Northern Gulf	<input type="checkbox"/> Queensland Murray-Darling Committee	<input checked="" type="checkbox"/> Reef Catchments Mackay Whitsunday	<input type="checkbox"/> South East Queensland Catchments
<input type="checkbox"/> South West NRM	<input type="checkbox"/> Southern Gulf Catchments	<input type="checkbox"/> Terrain NRM	<input type="checkbox"/> Torres Strait Regional Authority	<input type="checkbox"/> Not sure. Please specify closest town: _____

Age

<input type="checkbox"/> Under 18	<input type="checkbox"/> 18-29	<input type="checkbox"/> 30-49	<input type="checkbox"/> 50-69	<input type="checkbox"/> 70+
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Gender:  Male  Female

Please list some of the reasons you became involved in Landcare:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

What are some of the highlights of your involvement in Landcare?

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What do you think are some of the key strengths of Landcare?

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Please list some of the challenges for your landcare group at this time:

1. 

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2. 

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3. 

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4. 

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5. 

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Please list some of the key opportunities for your landcare group at this time:

1. 

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2. 

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3. 

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4. 

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5. 

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How do you think landcare groups need to adapt to remain effective for another 20 years?

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What training and support do you need to assist you in achieving your group's objectives?  
(Please list one need per line)

1. 

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2. 

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3. 

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4. 

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5. 

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6. 

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7. 

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8. 

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Are there any other comments you would like to make?

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End of survey.

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