

STRATEGIC PLAN 2012 2015

YARRAM YARRAM LANDCARE NETWORK

BACKGROUND

At the June 2011 Board Meeting the YYLN Board agreed to:

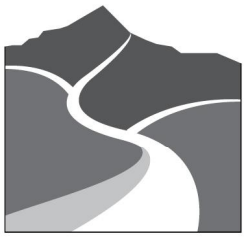
- a process to review its current status, vision, objectives and priorities; and
- develop a short (1 year) medium (3 year) and long term (5 year) action plan. This plan would set the network priorities and direction, regardless of any personnel changes and would therefore ensure continuity of purpose and direction.

The following process was undertaken between June 2011 and April 2012 to achieve the above.

1. A Strategic Planning Committee (Network Coordinator and Trevor Colvin) was formed to develop and oversee the process.
2. A Discussion Paper was developed and circulated to the YYLN Board, Staff and Landcare Groups for feedback. The feedback helped structure and focus the Strategic Planning Workshop.
3. A Strategic Planning workshop was held on February 12th 2012 and facilitated by Gillian Hayman. The objectives of the workshop were:
 - a. to review and update if required the current statement of purpose, aims and charter for the network;
 - b. based on the outcomes of this review determine key priority themes to guide YYLN's role and operation; and
 - c. identify priority actions as per each theme.

The workshop included board members, staff, representatives from member groups and key Landcare people.

4. The outcomes of the above process were compiled into the following Strategic Plan and was endorsed at the March 2012 YYLN Board Meeting.
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STRATEGIC PLAN

The Strategic Plan will provide the framework for YYLN's Operation over the next 3 years. It is not intended to be a rigid set of actions that must be followed with success or failure judged by the delivery of these actions. Rather the Strategic Plan identifies the following themes which define the operational role of the YYLN:

- Landcare Groups & Membership
- Sustainable Agriculture/Production
- Environmental Stewardship
- Education, Communication & Promotion
- Partnerships & Collaboration
- Funding
- Governance

Within each of these themes a number of actions have been identified and prioritised to help guide the actions of YYLN Board and Staff over the coming 3 years.

The Strategic Plan will be reviewed annually at the February YYLN Board Meeting, and it is the role of the Strategic Planning Committee to ensure this happens. The review will involve:

1. Identification of what has been undertaken in the previous 12-months under each theme;
2. Review of the proposed actions for Year 1 – assessment of status and outcomes; and
3. Identification of priorities for Year 2.

1. ORGANISATIONAL CONTEXT

1.1 Yarram Yarram Landcare Network (YYLN)

The YYLN was established in 1995 and covers a diverse area of approximately 118,000 hectares. YYLN stretches from the temperate rainforests of the Strzelecki Ranges to the Ramsar listed wetlands of Corner Inlet and Nooramunga Marine and Coastal Park, encompassing the Giffard Plains, along Ninety Mile Beach to Seaspray.

The YYLN is the umbrella organisation for 12 Landcare Groups, providing support and strategic direction across the YYLN area. The groups are made up of volunteers from the local area. Members are involved in a range of activities and events including: protecting remnant vegetation and revegetation, invasive plant and animal control, sustainable agriculture and environmental education. The Landcare Groups provide a framework for locals to get together.

The YYLN is a not-for profit, incorporated association; managed by a volunteer board (made of local people) that ensures the organisation is well governed, provides strategic direction for the region and is representative of the local groups. The YYLN employs staff who manage the day to day running of the organisation and delivery of multiple of on-ground sustainable agricultural and environmental stewardship projects.

Its catchment area includes the Nine Mile Creek, Jack, Albert and Tarra Rivers, Bruthen and Merrimans Creek and Jack Smith Lake. Its catchments flow into the Ninety Mile Beach and Nooramunga and Corner Inlet Coastal and Marine Park.

The major land-use industries of the region are dairy, beef, high-grade wool sheep, prime lambs and forestry.

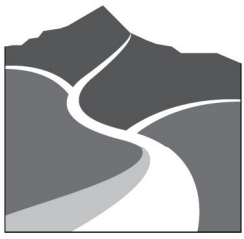
What is Landcare?

Landcare is a joint effort between the community, government and business to protect, enhance and improve our environment. It began in Victoria in 1986 and has become one of the most active and effective means of caring for your country throughout Australia.

Yarram Yarram Landcare Network (YYLN) has a long history, with some of local groups amongst the oldest and most active in the State. We are proud of our local contribution.

Other Landcare organisations include:

1. Landcare Australia Limited: their role is to support Landcare Groups and Networks through promoting and seeking sponsorship;
2. Landcare Victoria: Made up of 10 Regional Landcare Coordinators and DSE Landcare Team. Responsible for managing the Victorian Landcare Grants.



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The Network currently has the following five active member groups:

- Albert River Landcare Group;
- Binginwarri Landcare Sub Group;
- Merriman Creek Landcare Sub Group;
- Wonyip Landcare Group;
- Woodside Landcare Group;

There are currently seven non-active groups in the YYLN area:

- Alberton Landcare Group;
- Carrajung Landcare Group;
- Giffard-Darriman Landcare Group;
- Hedley Landcare Group;
- Madalya Landcare Group;
- Tarraville Landcare Group; and
- Won Wron Devon North Landcare Group.

1.2 Current Operating Rules

YYLN is an Incorporated Association, operating under a set of Standard Rules (version 090512 – updated version on 12th May 2009).

1.3 YYLN Board of Management

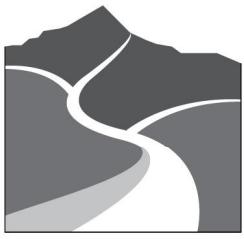
The current YYLN board consist of:

David McAninly	Chair
Brian Nicholls	Vice Chair & Seedbank Chair
Damian Moore	Treasurer
Werner Lange	Secretary
Helga Binder	ESC and JARR Committee Chair
Trevor Colvin	Awards Committee Chair
Melissa Ainsworth	Communications Publications Committee Chair
Leon Trembath	Immediate Past Chair
Bob Wenger	General Member

1.4 YYLN Sub-Committees

The Board has formally ratified the following sub-committees:

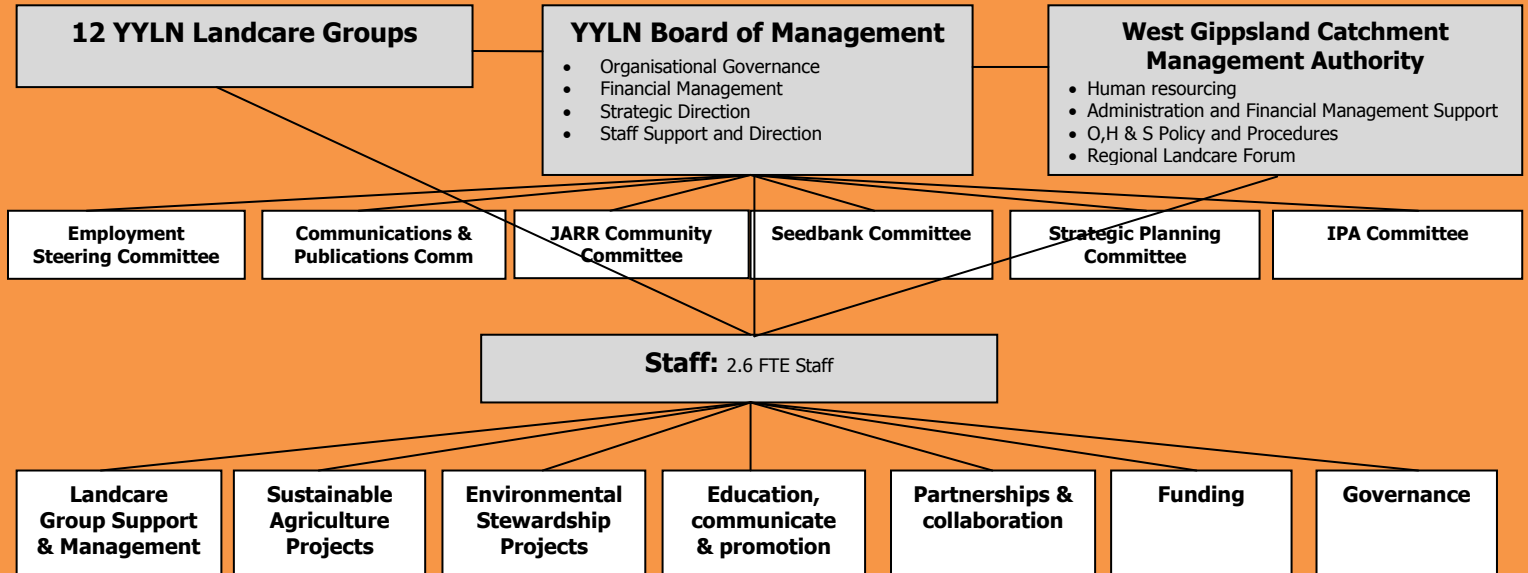
- Employment Steering Committee
- Communications and Publications Committee
- JARR Community Committee
- Seedbank Committee
- IPA Committee – currently in recess



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YYLN Organisational Chart



2. YYLN STATEMENT OF PURPOSE (2009 YYLN Statement of Rules)

At the 2009 YYLN Annual General Meeting, the current constitution or Statement of Rules were adopted. In the 2009 Statement of Rules, it describes YYLN's Role, Charter and Objectives.

2.1 YYLN Role

YYLN role is to:

Yarram Yarram Landcare Network exists to coordinate and encourage sustainable land management and productivity (2009 YYLN Statement of Rules)

2.2 YYLN Charter

YYLN shall devote itself to increasing public awareness of environmental issues, and to fostering activities that enhance the natural environment through its work with Landcare. Guided by the following charter:

- Provide a forum for discussion and communication between member groups, individuals;
- Support the protection and management of the environment within our catchments;
- Educate our land managers in best practice;
- Maintain a high profile for Landcare in the broader community;
- Obtain and coordinate funding and resources.

(2009 YYLN Statement of Rules)



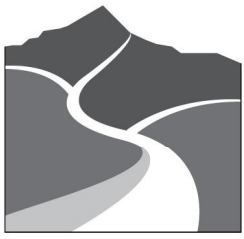
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2.3 YYLN Objectives

YYLN current objectives are to:

- uphold and respect the rights and privileges of individual Member Groups who choose to remain autonomous;
 - make provisions for individuals to join the Network;
 - support the various Landcare Member Groups, Sub-Groups and individuals in YYLN;
 - promote the protection of biodiversity by retaining existing vegetation;
 - promote the protection of remnant and riparian vegetation;
 - increase indigenous vegetation by facilitating the planting of suitable species;
 - control erosion and salinity;
 - encourage landholders to increase indigenous vegetation on their properties;
 - promote the collection, storage and distribution of local provenance seed;
 - promote Landcare and Landcare activities;
 - encourage community ownership and involvement; and
 - promote skills development and education across the Catchments within the YYLN boundaries.
- (2009 YYLN Statement of Rules)
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3. 2012 – 2015 STRATEGIC PLAN THEMES

The major outcome from the workshop was the agreement on the following YYLN themes, which define the major areas for YYLN operation:

1. Landcare Groups & Membership

Objectives:

- Encourage, support and sustain member Landcare Groups to ensure their continued survival and growth
- Service the needs of the Landcare Groups
- Identify priorities for on-ground works
- Build Yarram Yarram Landcare Network memberships

2. Sustainable Agriculture/Production

Objectives:

- Promote landscape change and sustainable farming through best land management practices
- Provide information and build capacity of landholders so they can care for and enhance their land

3. Environmental Stewardship

Objectives:

- Work to protect, enhance and/or connect biodiversity throughout the region
- Facilitate pest plant and animal control programs in partnership with community, government and individuals
- Facilitate programs that protect and enhance the water quality throughout YYLN catchments

4. Education, Communication & Promotion

Objectives:

- Communicate clear Landcare messages with the aim of increasing the profile of the network
- Build community awareness and capacity to care for our country and manage land sustainably

5. Partnerships & Collaboration

Objectives:

- Work with other groups and organisations to enhance outcomes for the Landcare groups and Network priorities
- Deliver projects for partner organisations to achieve mutual aims

6. Funding

Objectives:

- Identify priority areas for funding across the YYLN area
- Seek funds for priority projects through government grants, corporate business, philanthropic organisations and other avenues

7. Governance

Objectives:

- Ensure Network staff and board members are clear on their roles, purpose and priorities
- Ensure YYLN works within the rules of its constitution

These themes were used to identify the following action plan.

YYLN is a non-government, not-for-profit, incorporated association governed by a 2009 Statement of Rules.

This Strategic Plan does not replace or override these rules, rather uses the guiding principles in the Statement of Rules to help define its priority themes for action for 2012 – 2015.



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YYLN 2012 – 2015 ACTION PLAN

1. Landcare Groups & Membership

Action Plan:

Action	When	Who
LANDCARE GROUP SUPPORT		
<ul style="list-style-type: none"> • Inactive Groups: Revitalise the following groups: Hedley, Won Wron – Devon North, Carrajung etc Help inactive groups to develop a 'bigger vision' • Existing Groups: Action plan with existing groups; Actively visit all groups – communication; Encourage interaction between groups • Explore possibility of new urban Yarram Landcare Group, determine the mission eg Indian Minors • Provide guidelines as to how to run a sub group 	Year 1	NC/Board
	Year 1	NC
	Year 1	NC & TC
	Year 1	NC
MEMBER MANAGEMENT		
<ul style="list-style-type: none"> • Form Committee (Board/Volunteers/NC) to: <ul style="list-style-type: none"> • Review accuracy of existing member database • Accurately determine individual member benefits • Review SGLN member management and determine possibilities for YYLN • Actively build membership – member form & welcome pack • YYLN membership card 	Year 1	NC/Board
	Year 1	NC/Board
	Year 1	NC/Board
	Year 1	NC/Board
	Year 1	NC/Board
	Year 2	NC/Board

2. Sustainable Agriculture and Productivity

Action Plan:

Action	When	Who
<ul style="list-style-type: none"> • Climate change opportunities • Investigate implications for YYLN members out of the carbon tax • Salinity project opportunities • Pest plants & animals • Leverage off great work done with GPDTPD • Work more closely with Coastcare re marine production • Link with Future Farming CRC/FFSR, DPI etc & continue to explore new developments, activities etc associated with sustainable agriculture • Strengthen partnerships with Ag groups such as 'Beefcheque', GippsDairy and piggy back on field days • Consider mentoring programs for farmers • Systems for monitoring progress • Explore the provision of educational programs eg Farm Plan 21 or EMS ISO14001 	All Ongoing	NC

3. Environmental Stewardship

Action Plan:

Action	When	Who
PROJECTS		
<ul style="list-style-type: none"> • Explore opportunity for landscape change project eg 9 Mile Creek Hedley (using existing model) • Ongoing project dollars for Mullungdung to coast, JARR 	YEAR 1	NC/Staff
	YEAR 1	NC/Staff



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<ul style="list-style-type: none"> • Pest plants & animals – reinvigorate committee • Maintain and expand Community Seedbank • Maintain JARR Project and JARR Committee support <p>OTHER</p> <ul style="list-style-type: none"> • Contact with Greening Australia and other departments to visit individual Landcare groups to motivate ideas of protection • Coordinator to explore limiting 'red tape' with government departments on behalf of groups wanting to do projects on public land • Investigate group interest on 'Adopt a Highway' type roadside management projects/ownership • Continue to foster idea of good environmental stewardship being beneficial to sustainable agriculture – maintain the connection between the two • Systems for monitoring progress 	<p>YEAR 1 Ongoing Ongoing</p> <p>Ongoing</p>	<p>NC/Staff Seed Comm JARR Comm</p> <p>NC/Board</p>
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4. Education, communication and promotion

Action Plan:

Action	When	Who
<p>COMMUNICATION MECHANISMS/TOOLS</p> <ul style="list-style-type: none"> • Make better use of Landcare Gateway • Distribute Welcome Pack widely • Continue fantastic Newsletter • Develop social media (Twitter, Facebook etc) • Utilise local paper, ABC Gippsland and other media opportunities • Visit all service clubs & schools (Rotary, Lions etc) • Arrange for guest speakers 7 educator at arranged regular venues to inform on flora, fauna, weed identification etc • Explore different methods of advertising Landcare locally • Update JARR web links • Develop Photographic Honour Roll in Office • Landcare posters to be displayed in local merchandise stores, other businesses, visitors centre <p>POSSIBLE EVENTS</p> <ul style="list-style-type: none"> • Continue to run Board Annual BBQ • Continue to organise and run BiAnnual Awards • Use days such as 'Clean Up Australia Day', 'World Wetlands Day', Wildlife days to conduct community events to promote Landcare and attract potential new members • Hold a retrospective photography exhibition – celebrate our history, ask community to get involved • Take local group from one end of the Landcare area to the other to share projects & ideas; Run local biodiversity forum to showcase what has been done – link with next years Annual BBQ • Build Interactive Educational Trailer – help with events <p>SCHOOLS/JUNIOR LANDCARE</p> <ul style="list-style-type: none"> • Promote a competition in both primary & secondary schools this year eg calendar • Invite both school prefects and Kayla Groombridge to join a sub board/committee • Invite schools to participate in projects • Start with primary school activities eg. Learn to propagate seeds then plant them out 	<p>YEAR 1 YEAR 1 YEAR 1 YEAR 2 Ongoing Year 2 Ongoing</p> <p>Ongoing Year 1 Year 1 Year 2</p> <p>Year 1 Year 2 Ongoing</p> <p>Year 2</p> <p>Year 1</p> <p>Year 1</p> <p>Ongoing</p>	<p>Pubs/Comm Pubs/Comm Pubs/Comm Pubs/Comm NC/Staff Board NC/Staff</p> <p>Pubs/Comm JARR Comm David Mc Board</p> <p>Board NC/Board NC/Staff</p> <p>Board</p> <p>Board</p> <p>NC</p> <p>Board/Staff/NC</p>



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- School group to coordinate a project in conjunction with a Landcare group from planning to completion eg. Applying for funding, talking to authorities etc
- Junior Landcare groups
- Obtain bits & pieces for children that promote YYLN

5. Partnerships and collaboration

Action Plan:

Action	When	Who
OPERATIONAL PARTNERSHIPS		
• Maintain excellent existing partnerships – WGCMA, DSE, CFOC, NWF, RLF and other Landcare Networks	Ongoing	NC/Staff
• Maintain key linkages through important committees ie, CISC, CALC, JARR, RLF	Ongoing	NC
• Continue to work with existing contacts on a regular basis and involve partners in project development & implementation	Ongoing	NC/Staff
• Update MOU with WGCMA	Year 1	NC/Board
• Keep in touch, communicate via newsletter, social media with all corporations/businesses in our area		
• Link with indigenous communities and other cultures	Ongoing	NC/Board
PARTNERSHIP MANAGEMENT		
• Develop local partnership strategy - establish corporate partnerships	Ongoing	NC/Board
• Develop partnerships with local volunteer service groups		
• Allow partners to meet one another		
• Approach large business to provide funding		

6. Funding

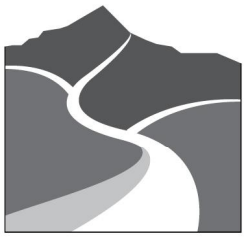
Action Plan:

Action	When	Who
• Determine need for YYLN to become DGR registered - Investigate philanthropic funds	Year 1	NC
• Address potential sponsors who may provide human rather than financial resources (similar to WOOFs)	Ongoing	NC/Board
• Link with successful businesses who have carbon concerns – they could redirect finances (explore role as an aggregator)	Year 2	NC
• Determine if YYLN has a service provision role	Year 3	NC

7. Governance

Action Plan:

Action	When	Who
• 2012 election year, confirm current Board intentions & determine needs & gaps	Year 1	Board
• Update statement of purpose to reflect today's discussion	Year 1	Board
• Annual Financial Reporting in Annual Report	Ongoing	NC/Board
• Public AGM's and honour YYLN Landcare Legends at this years	Year 1	Board
• Update board/staff induction policy	Year 2	NC
• Half board elected annually	Year 1	Board



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<ul style="list-style-type: none">• Governance training for Board (FTLA opportunity)• Update OH&S policy• Continue to provide welcoming & inclusive environment to ensure smooth succession - consider succession planning• Invite local personalities to become part of a temporary sub board/committee to pursue their particular passions• Identify potential key drivers to get people involved (motivate) and attract key people to support & promote Landcare	Year 1 Year 2 Ongoing	Board NC Board
	Ongoing	Board
	Ongoing	Board

2012 ACTION PLAN

At the March 2012 YYLN Board Meeting the following roles and sub-committee were endorsed:

YYLN Board of Management Roles (next 12 months)

The current YYLN board consist of:

David McAninly	Chair; Regional Landcare Forum Rep; Honour Board – YYLN Office; 12/13 Board Changes; WGCMA MoU
Brian Nicholls	Vice Chair; Seedbank Committee Chair; Direct Seeder Mgt; 12/13 Board Changes
Damian Moore	Treasurer; ESC
Werner Lange	Secretary; Landcare Group Committee Chair; Constitutional Changes; ESC
Helga Binder	ESC and JARR Committee Chair; Comms/Pubs Committee
Trevor Colvin	Events Committee Chair; Strategic Planning Chair; Yarram Urban Landcare Group
Melissa Ainsworth	Communications Publications Committee Chair
Leon Trembath	Immediate Past Chair
Bob Wenger	General Member

YYLN Sub-Committees

The Board has formally ratified the following sub-committees:

- Employment Steering Committee
- Communications and Publications Committee
- JARR Community Committee
- Seedbank Committee
- IPA Committee – currently in recess

Establish the following Committees:

- YYLN Events – Annual BBQ, AGM and Awards
- YYLN Finance – prepare Annual Budget; Oversee Financial Reporting
- Strategic Planning – development and review of Strategic Plan; development of Annual Operation Plan
- Landcare Group Committee – oversee the Member Management



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YYLN PRIORITIES – 2012

- Landcare Group Support – reactivate inactive groups
- YYLN Membership Management
- Ongoing Project Management – delivery, funding
- Consolidate Communications and Publications
- Board changes
- DGR Status

Landcare Groups & Membership

Action	When	Who
LANDCARE GROUP SUPPORT		
• Inactive Groups: Revitalise the following groups: Hedley, Won Wron – Devon North, Carrajung etc Help inactive groups to develop a 'bigger vision'	Year 1	NC
• Existing Groups: Action plan with existing groups; Actively visit all groups – communication; Encourage interaction between groups	Year 1	NC
• Explore possibility of new urban Yarram Landcare Group, determine the mission eg Indian Minors, Community Garden	Year 1	NC & TC
• Provide guidelines as to how to run a sub group	Year 1	NC
MEMBER MANAGEMENT		
• Form Committee (Board/Volunteers/NC) to:	Year 1	NC/LGC
• Review accuracy of existing member database	Year 1	NC/LGC
• Accurately determine individual member benefits	Year 1	NC/LGC
• Review SGLN member management and determine possibilities for YYLN	Year 1	NC/LGC
• Actively build membership – member form & welcome pack	Year 1	NC/LGC

Sustainable Agriculture and Productivity

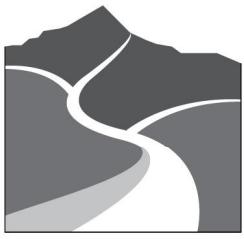
Staff responsibility - ongoing

Environmental Stewardship

Staff responsibility - ongoing

Education, communication and promotion

Action	When	Who
COMMUNICATION MECHANISMS/TOOLS		
• Make better use of Landcare Gateway	YEAR 1	Pubs/Comm
• Distribute Welcome Pack widely	YEAR 1	Pubs/Comm
• Continue fantastic Newsletter	YEAR 1	Pubs/Comm
• Update JARR web links	Year 1	JARR Comm
• Develop Photographic Honour Roll in Office	Year 1	David Mc
POSSIBLE EVENTS		
• Continue to run Board Annual BBQ	Year 1	Event Comm
• Take local group from one end of the Landcare area to the other to share projects & ideas; Run local biodiversity forum to showcase what has been done – link with next years Annual BBQ	Year 1	Event Comm
• Build Interactive Educational Trailer – help with events	Year 1	NC



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Partnerships and collaboration

Action	When	Who
OPERATIONAL PARTNERSHIPS <ul style="list-style-type: none">• Maintain excellent existing partnerships – WGCMA, DSE, CFOC, NWF, RLF and other Landcare Networks• Maintain key linkages through important committees ie, CISC, CALC, JARR, RLF• Continue to work with existing contacts on a regular basis and involve partners in project development & implementation• Update MOU with WGCMA	Ongoing Ongoing Ongoing Year 1	NC/Staff NC NC/Staff NC/Chair

Funding

Action	When	Who
<ul style="list-style-type: none">• Determine need for YYLN to become DGR registered - Investigate philanthropic funds	Year 1	NC

Governance

Action	When	Who
<ul style="list-style-type: none">• 2012 election year, confirm current Board intentions & determine needs & gaps• Update statement of purpose to reflect discussion• Annual Financial Reporting in Annual Report• Public AGM's and honour YYLN Landcare Legends at this years• Half board elected annually	Year 1 Year 1 Ongoing Year 1 Year 1	Chair/VC Secretary NC/Treas Event Comm Secretary

For further information:

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