



CORANGAMITE LANDCARE
SUPPORT PLAN
2013





Landcare
Victoria

ACKNOWLEDGEMENTS

The Corangamite Catchment Management Authority, in coordinating the development of the Corangamite Landcare Support Plan 2013–2018, would like to thank the Community Reference Group and the Corangamite CMA Board and staff for their contribution to the plan.

A complete list of Community Reference Group representatives can be found in Appendix 1.

The Corangamite CMA also acknowledges the contribution from members of Landcare and community-based natural resource management groups and networks in Corangamite who participated in the surveys and interviews.

Acknowledgement to Country

The Corangamite CMA acknowledges and pays its respects to the region's Native Title Holders and Traditional Owners and the rich culture and intrinsic connection they have to Country.

The Corangamite CMA also recognises and acknowledges the contribution and interests of other Indigenous people and organisations in the management of land and natural resources.



FOREWORD

The Corangamite Landcare Support Plan 2013-2018 provides a framework for the Corangamite Catchment Management Authority (CMA) to support Landcare (including community based natural resource management groups) in managing the region's natural resources.

Landcare in Corangamite is robust. There are more than 150 groups comprising approximately 4000 members, supported by 10 Landcare networks. Two new networks, the Central Otway Landcare Network and the Stony Rises Landcare Network are in the planning phase and expected to be established during 2013. This will mean Landcare networks in Corangamite will cover nearly the entire region.

The Corangamite CMA recognises the fundamental role Landcare has in natural resource management (NRM). More than two-thirds of the catchment is private land managed by rural landholders. Many of these individual landholders make substantial investments in NRM on their land through programs such as Landcare. Community groups also contribute significantly to conservation outcomes on both public and private land. A key strength of Landcare is its knowledge of local priorities and close connections to communities and the environment. The great diversity of groups, and accompanying broad skill set, is also an attribute.

Corangamite CMA sought input from Landcare in developing this plan and this identified common challenges and issues. This included a sense of disconnection between government and community; challenges accessing funding; dwindling membership and enthusiasm; challenges engaging demographics such as absentee landholders, 'lifestylers' and young people; and the administrative requirements placed on groups.

The Corangamite CMA is well positioned to support Landcare in addressing many of these issues. At the same time, the CMA acknowledges the root of Landcare lies in responding to local needs and priorities, and groups and networks will require autonomy to continue to set their own direction.

This plan aims to support Landcare during the next five years to achieve the following four outcomes:

- **Partnerships:** Partnerships between government and Landcare are integrated and coordinated
- **Investment:** Investment in, and by, Landcare is enhanced
- **Membership:** Landcare attracts and retains a diversity of members
- **Skills & Knowledge:** Landcare groups and networks are skilled and have access to relevant NRM knowledge and training.

Specific actions have been identified under each of these outcome areas (refer to Section 5). These actions will help the CMA support Landcare in developing and maintaining their role as key stakeholders in regional NRM delivery. Without the participation, investment and knowledge of Landcare, we will not realise the goal to increase the "protection, enhancement and restoration, and sustainable production, of the Corangamite region's natural resources".



Alice Knight
Chairman,
Corangamite Catchment
Management Authority



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INTRODUCTION

The purpose of the Corangamite Landcare¹ Support Plan is:

To support Landcare to increase the protection, enhancement and restoration, and sustainable production, of the Corangamite region's natural resources.

The plan provides a framework for how the Corangamite Catchment Management Authority (CMA) will support Landcare in managing the region's natural resources. The plan is a sub-strategy of the Corangamite Regional Catchment Strategy 2013-2018 and will complement the Corangamite CMA Community Engagement Strategy, which is being developed in 2013. The plan is supported by the Victorian Government.

The Corangamite CMA recognises the community is fundamental to the conservation and sustainable production of the region's natural resources. Regional Landcare groups and networks have demonstrated capacity to initiate, plan, resource and carry out on-ground works at a sub-catchment and landscape scale and across land tenures.

Groups and networks in Corangamite are well known, trusted and viewed as non-threatening and inclusive. These groups and networks, all individual entities, attract a broad spectrum of members, and the skills and expertise amongst Landcare staff and members is a significant attribute to NRM. While they operate autonomously, the Corangamite CMA has a support role in addressing many of the common issues they face.

Landcare also plays an important role in ensuring continuity of NRM projects across landscapes. While government and NRM priorities change, groups and networks are able to continually

respond to environmental change and embark on projects at a larger landscape and time scale.

Groups and networks' investment of time, resources, local knowledge and skills has had a positive outcome on the following:

- salinity management
- erosion control
- habitat and biodiversity protection and restoration
- pest plant and animal control
- river and wetland management.

This significant contribution to protecting natural resources in Corangamite should continue to be encouraged and supported.

The plan identifies actions for the Corangamite CMA to better support Landcare in four outcome areas: partnerships, investment, membership and skills and knowledge. These outcomes will support the continued growth and development of Landcare groups and networks, and strengthen their role as key stakeholders in NRM delivery.

The plan was developed during January – June 2013. It's based on community engagement, directives from the Victorian Landcare Program Strategic Plan 2012, the Corangamite Regional Catchment Strategy (RCS) 2013 – 2019, and includes input from the Corangamite CMA Board and staff.

LIST OF ACRONYMS

CBNRM	Community Based Natural Resource Management
CMA	Catchment Management Authority
DEPI	Department of Environment and Primary Industries
GIS	Geographic Information System
GPS	Global Positioning System
MEL	Monitoring, Evaluation and Learning

MER	Monitoring, Evaluation and Reporting
NRM	Natural Resource Management
OH&S	Occupational Health and Safety
RCS	Regional Catchment Strategy
RLC	Regional Landcare Coordinator
RLF	Regional Landcare Facilitator
VLP	Victorian Landcare Program

¹ In this plan, the term 'Landcare' broadly encompasses Landcare groups and networks, as well as community based natural resource management groups e.g. Friends groups, Coastcare etc.

2.1 SUPPORTING CORANGAMITE'S VISION AND STRATEGIC DIRECTIONS

The plan recognises the Corangamite CMA is guided by the *Catchment and Land Protection Act 1994* and the *Water Act 1989*.

The plan aligns with the strategic directions of the Corangamite RCS 2013–2019, in particular the goal and the associated ‘foundations of change’:

- **Goal:** Increase the protection, enhancement and restoration of valuable natural resources to improve the health and sustainable productivity of the Corangamite catchment.
- **Foundations of change:**
 1. Increased breadth and depth of participation
 2. Increased investment and develop joint priorities
 3. Improved integration and coordination
 4. Increased and widely shared knowledge

The foundations of change have been identified in the RCS 2013–2019 as the key elements needed to achieve the goal of the RCS. They recognise that the community is the single most important agent of change in natural resource management. Even though funds are essential for achieving this change, it will not occur unless the community is motivated and engaged.

The foundations of change are encompassed in the action plan and align closely with the intermediate outcomes of this plan (refer to Section 5).

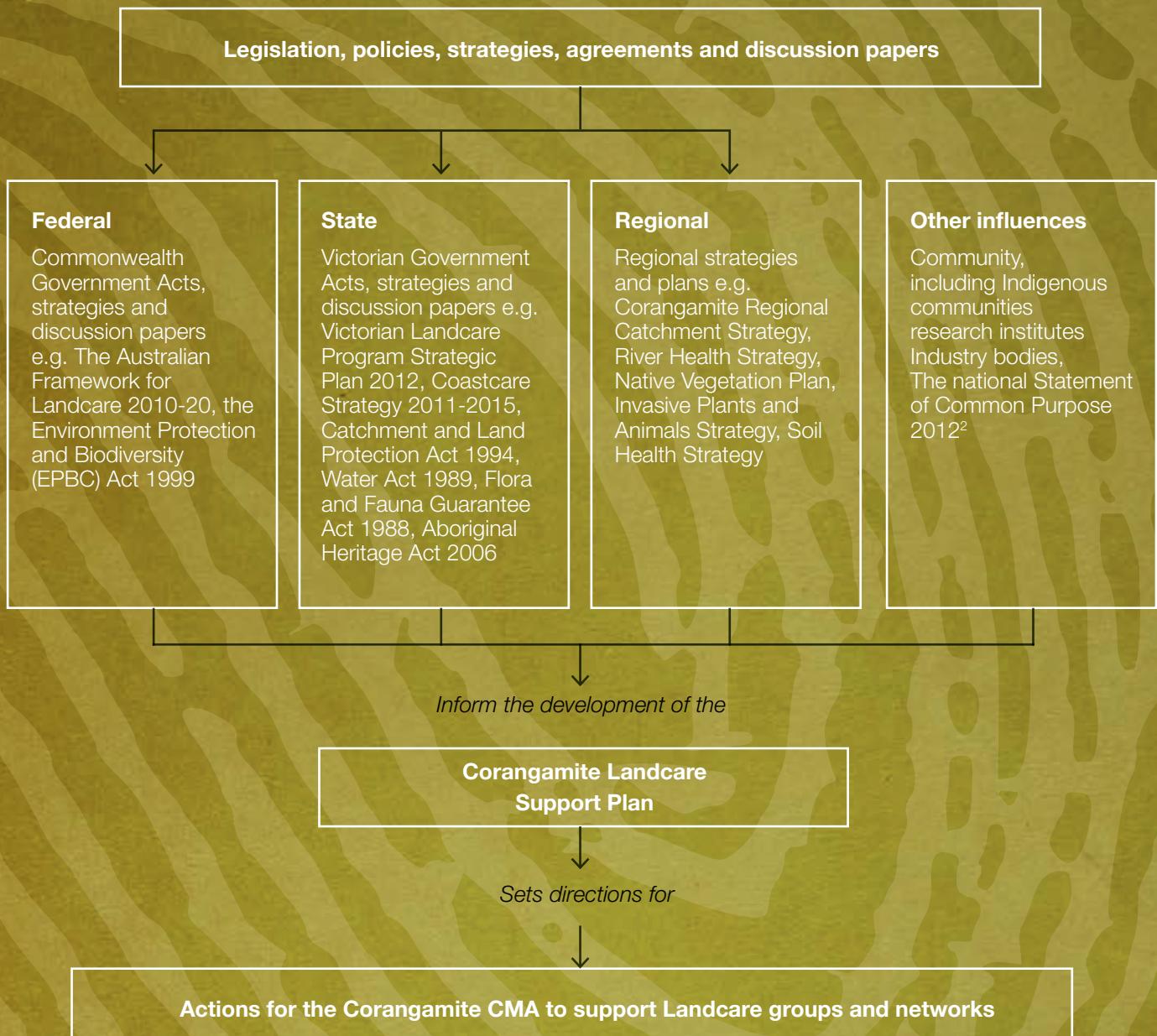
2.2 THE BROAD STRATEGIC CONTEXT

The plan has been developed within the context of relevant federal, state and regional frameworks and strategies, as identified in Figure 1.

Figure 1 illustrates how the influences at a federal, state and regional level interact to support Landcare

groups and networks. It also considers influences such as community, indigenous stakeholders, research institutes and industry bodies.

Figure 1: Corangamite Landcare Support Plan strategic context



The Victorian Landcare Program Strategic Plan 2012

The plan is cognisant of the Victorian Landcare Program (VLP) Strategic Plan 2012. The VLP Strategic Plan provides targeted support to help Landcare groups and networks achieve five key functions – operate effectively, engage the community, collaborate, do on ground works and tell the Landcare story.

The actions outlined in this plan align closely with the five VLP key functions (refer to Table 1, Section 5). The goal of the VLP, *to have a shared responsibility for a healthy environment*, is captured in the intent and desired outcomes of this plan.

² The Statement of Common Purpose 2012 is an agreement between the National Landcare Network and the National NRM Region's Working Group (the representative body of the Chairs of Australia's 56 regional NRM organisations). The purpose of the Statement is to establish an enduring and productive relationship between the NRM organisations that uses the collective capacity to optimise outcomes for the protection of natural resources in Australia.

3.1 A CURRENT SNAPSHOT

The Corangamite region has a robust network of Landcare groups and networks. There are more than 150 active groups, including 72 Landcare groups and a further 80 environment, management or progress groups. Combined these groups have a voluntary membership of more than 4000 people.

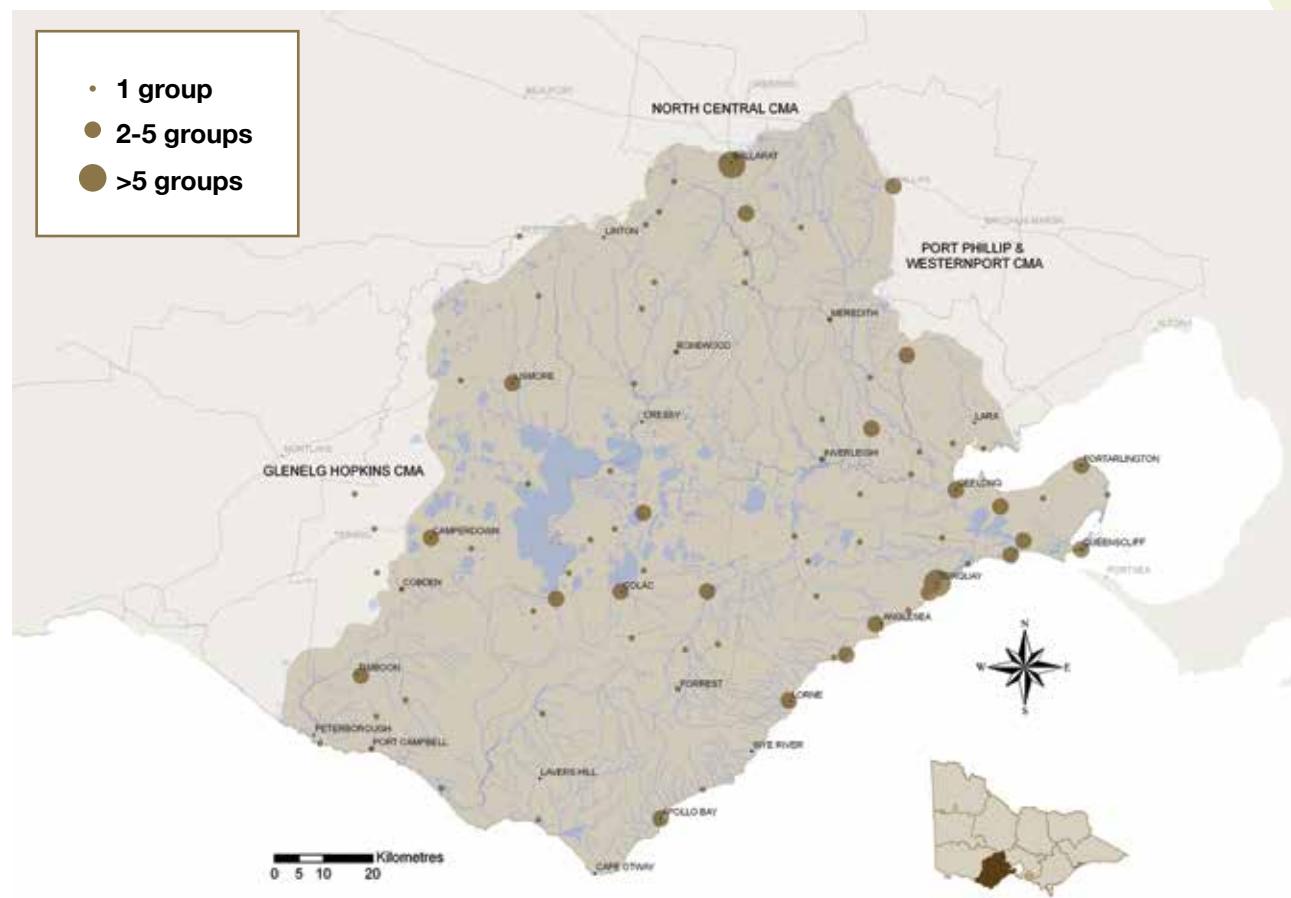


Figure 2: Community groups involved in natural resource management in the Corangamite region.

There are 10 Landcare Networks supporting groups across the region. In addition, two new networks are in the planning phase and are expected to be established during 2013 – this includes the Central Otway Landcare Network and the Stony Rises Landcare Network. With the formation of the two new networks, Corangamite Landcare networks nearly encompass the entire region (see Figure 3).

Currently in Corangamite there are 20.8 full-time equivalent (FTE) paid support staff working in Landcare networks and groups.

The Victorian Landcare Council is the peak body representing Landcare in Victoria, including Corangamite. Corangamite CMA support is provided to Landcare groups and networks predominately via the Regional Landcare Coordinator and Regional Landcare Facilitator programs. Groups and networks also work with other programs in the Corangamite CMA, including River Health, Biodiversity and Land Health.

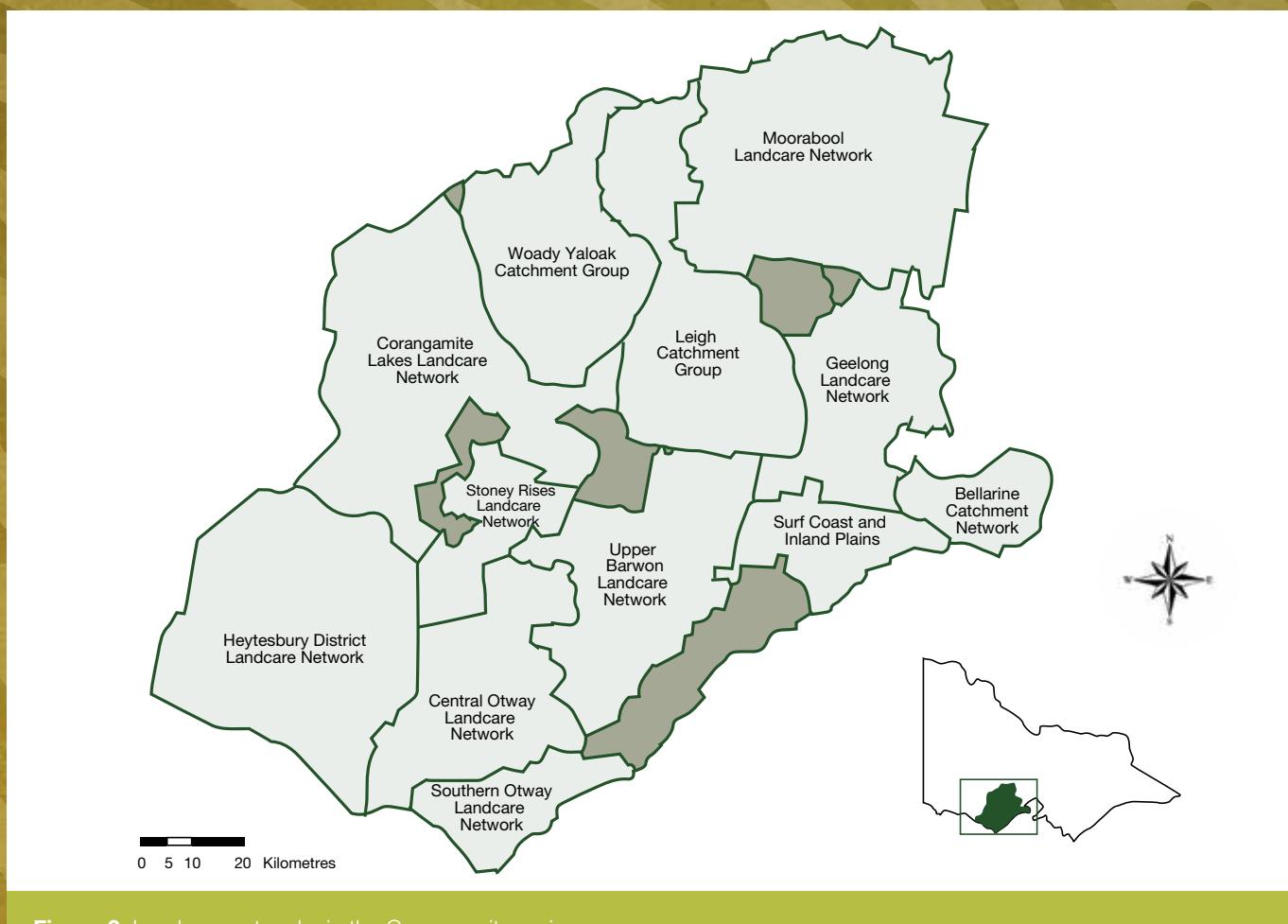


Figure 3: Landcare networks in the Corangamite region.

3.2 ISSUES AND CHALLENGES

The stakeholder consultation indicated that overall Landcare groups and networks in Corangamite are operating moderately well. Landcare members, staff and executives indicated that their group or network was moving forward (22%), rolling along smoothly (37%) or struggling along with the same dedicated core group (28%).

Despite the variation in the functioning of groups and networks, common issues and challenges remain. Such issues and challenges were identified during the stakeholder consultation for the plan, and include:

- Perceived disconnection between government and community, translating into a disconnection across the landscape.
- A general sense of disillusionment with government. Changing governments, mixed messages and top down approaches all contribute to a disenchanted community.
- Uncertain state and federal funding and difficulty in attracting alternative sources of investment e.g. corporate and philanthropic.
- The administrative requirement of groups is often cumbersome and complex. In particular, the skills and time required to apply for funding can be unrealistic for volunteers.
- Dwindling membership and enthusiasm amongst groups, and a lack of young people involved in Landcare.
- Demographic changes, including an increase in absentee landholders and lifestylers and understanding how to best engage these groups in Landcare.
- Difficulty with succession planning, sharing the load and burn-out within groups and networks.
- A general lack of community knowledge or interest in the environment.

A detailed summary of the stakeholder consultation can be found in Appendix 2.

3.3 OPPORTUNITIES

There are opportunities to draw on the strengths of Landcare in the region in order to respond and adapt to the issues and challenges outlined in Section 3.2. Many of the issues and challenges will always exist, however the strengths of Landcare in Corangamite provide a solid foundation for groups and networks to grow.

Strengths of Landcare in Corangamite include:

- The strong Landcare network structure operating across Corangamite.
- The depth of experience and broad skill set amongst Landcare staff and members in Corangamite.
- The diversity in the types of groups and networks in the region.
- The high number of FTE Landcare staff, comparative to other regions in Victoria.
- Two full time Landcare support staff positioned in the Corangamite CMA.

These strengths provide a platform for Landcare to build partnerships with government, industry and other NRM stakeholders, broaden investment, attract new and diverse membership, while retaining existing members, and share and develop new skills and knowledge.

The Corangamite CMA is well placed to support Landcare to develop these opportunities. This is discussed in more detail in Section 4.

In providing support, the CMA also appreciates that groups and networks require flexibility and autonomy to set their own direction and evolve independently. Landcare in Corangamite has grown through responding to local community and environment needs, which differ across the region.

4.1 FOUNDATIONS AND OUTCOMES

Landcare are important stakeholders in NRM delivery in Corangamite and should be encouraged and supported to develop this position.

The support of the Corangamite CMA is sought by Landcare to address many of the common challenges discussed in Section 3.2. To optimise support, there are certain foundation activities that will assist groups and networks. These activities include:

- **Landcare groups and networks operating strategically.** Developing a strategic plan, or action plan, is an important foundation for groups and networks. This process enables groups and networks to develop a long-term vision, direct activities and identify the necessary processes, partnerships, skills, resources and funding required to achieve the groups' objectives.
- **Supporting and building upon the Landcare network structure.** The presence of 12 networks in Corangamite (including the two new networks) is a strength of Landcare. The networks provide the CMA an important link to local communities and the role they play in supporting groups, advocating local priorities and contributing to regional NRM is invaluable.

- **Groups and networks meeting fundamental reporting requirements.** Reporting is a basic operating requirement of all Landcare groups and networks. Reporting is important for groups and networks to tell their story, increase investment opportunities and attract members.
- **Reviewing the Landcare structure at network and group level.** A review of the Landcare network and group structure across the region has been identified as an important activity in order to:
 - clearly differentiate the roles of networks and groups
 - reduce the administrative burden at group level, making volunteering easier and attractive to new members
 - encourage more strategic thinking and landscape scale NRM planning at network level.

Networks in Corangamite provide support to local groups through planning, project implementation, technical knowledge and resources. This is delivered through paid Landcare support staff. There is a sense that expectations placed upon groups can be cumbersome and complex for volunteers e.g. formal governance requirements, funding applications, reporting, and other administrative tasks. A review may assist to remove some of the formalities and administrative burden placed on groups. This may also enable networks to develop their position as strategic NRM bodies and move towards a more professional, business-like operation model.

Building on this foundation, four intermediate outcomes have been identified which will direct Corangamite CMA support for Landcare in the region:

- **Partnerships:** Integrated and coordinated partnerships between government, Landcare and other NRM stakeholders.
- **Investment:** Investment in, and by, Landcare is enhanced.
- **Membership:** Landcare attracts and retains a diversity of members.
- **Skills & knowledge:** Groups and networks are skilled and have access to relevant NRM knowledge and training.

If achieved, the four outcomes will contribute to develop sustainable groups and networks with diverse memberships, strong partnerships, increased community capacity and enhanced investment opportunities. This will support Landcare to build their capacity as important NRM stakeholders, and more broadly, contribute to improved conservation and sustainable agriculture outcomes in the Corangamite region.

Aspirational goals

Improved conservation and sustainable agriculture outcomes in the Corangamite region.



Long-term outcomes

Landcare groups and networks are central to NRM delivery in Corangamite. Groups and networks are operating sustainably, with diverse membership, increased community capacity, strong partnerships and enhanced investment opportunities.



Intermediate outcomes

Outcomes relating to partnerships, investment, membership and skills and knowledge.



Intermediate outputs / activities

Activities aligning to each of the intermediate outcomes.



Foundational activities

Figure 4: Outline of the program logic for the Corangamite Landcare Support Plan 2013-2018 (see detailed program logic in Appendix 3).

PARTNERSHIPS: *Integrated and coordinated partnerships between government, Landcare and other NRM stakeholders*

There are many NRM land managers and stakeholders operating across the region. In order to achieve improved conservation and sustainable agriculture outcomes, it's fundamental they work together.

Landcare groups and networks provide a direct link to the local environment and communities, and are vital components in regional NRM partnerships. Landcare groups and networks in Corangamite work with multiple land managers and stakeholders, including but not limited to, the Department of Environment and Primary Industries (DEPI), Parks Victoria, local government, water authorities, coastal committees of management and the Corangamite CMA. An example of these partnerships is demonstrated in case study 1.

At times however, groups and networks can also feel disconnected from government. Top down approaches to NRM, mixed messages and changing governments all contribute to a sense of disillusionment amongst groups and networks with regards to government.

Operating at the regional level, the Corangamite CMA is well positioned to act as a conduit between Landcare and other tiers of government. In order to facilitate developing partnerships, the CMA can provide support to groups and networks through:

- Supporting groups and networks to understand and navigate government legislation such as Acts, regulations, planning schemes and overlays, which can present a barrier to on-ground works.
- Advocating the roles of Landcare to other government departments.
- Better understanding the roles and responsibilities of land managers operating in the region and how they interact with Landcare.
- Identifying and facilitating opportunities for partnerships between Landcare and government.
- Involving Landcare groups and networks in local and regional planning.
- Utilising the broad skill set within Landcare groups and networks for project delivery.

CASE STUDY 1:

South West Soils Conference

The Heytesbury District Landcare Network (HDNL), in partnership with the Corangamite CMA, Glenelg-Hopkins CMA and DPI, hosted the South West Soils Conference over two days in September 2012.

The event, in Warrnambool, brought together government, industry and community representatives around the common theme of soil health. Leading soil health experts spoke about how the physical, chemical and biological attributes of soil interact to create a complex living system that supports plant growth.

Participants had an opportunity to learn about the latest agricultural soil testing methods and interpreting soil tests to inform land management decisions. These practical skills will help farmers in the southwest to better understand and manage their soils.

More than 120 farmers, service providers and government personnel attended the conference. The conference demonstrated partnership between the host organisations and participating stakeholders. A testament to its success, the event is scheduled again in 2013.

Aspirational goals

Improved conservation and sustainable agriculture outcomes in the Corangamite region.



Long-term outcomes

Landcare groups and networks are central to NRM delivery in Corangamite. Groups and networks are operating sustainably, with diverse membership, increased community capacity, strong partnerships and enhanced investment opportunities.



Intermediate outcomes

Integrated and coordinated partnerships between government and Landcare.



Activity

Involve Landcare groups and networks in the development of local and regional plans and strategies.

Activity

Acknowledge the skills and capacity within Landcare to create partnerships for program delivery.

Activity

Facilitate partnership development between Landcare and government.

Activity

Support Landcare to achieve greater clarity in the roles and responsibilities of government departments and land managers.

Activity

Advocate the role of Landcare to other government departments.

Activity

Support Landcare groups and networks to understand and navigate relevant government legislation.



Foundational activities

Figure 5: Framework for supporting the development of integrated and coordinated partnerships between government and Landcare.

4.3 INVESTMENT: Investment in, and by, Landcare is enhanced

Investing funds and resources is essential for the maintenance, development and viability of a group or network.

Access to a reliable funding source is a constant challenge for many groups and networks. Applying for funding can be time consuming and complex. Government funding can be uncertain, and attracting funding from alternative sources such as corporate and philanthropic investors can be difficult.

The role of paid Landcare support staff is particularly important to the health and functioning of Landcare. Currently, in Corangamite there is 20.8 full-time paid support staff. This is amongst the highest in Victoria. The existence of paid coordinators depends on funding availability. The Corangamite CMA recognises the importance of enhancing investment opportunities to continue the role of Landcare support staff.

In Corangamite some groups and networks have diversified their investment streams and are successfully attracting corporate and philanthropic funding and resource support. Barwon Water, for instance, is a major investor in Landcare in Corangamite. In recent years Barwon Water has contributed significantly to the development of the Moorabool Catchment Landcare Group and provided support to Upper Barwon Landcare Network and Southern Otway Landcare Network (see case study 2).

The Corangamite CMA can provide the following areas of support to assist in enhancing the investment opportunities for Landcare and Community based natural resource management:

- assist Landcare and CBNRM to source funding from multiple avenues
- streamline funding opportunities
- communicate funding opportunities to Landcare and CBNRM groups and networks
- assist in developing funding partnerships
- assist in developing funding applications

To enhance the investment opportunities for groups and networks, the Corangamite CMA can:

- Support funding applications, through letters of support, reviewing applications and interpreting funding guidelines and priorities.
- Support funding partnerships, such as Landcare in Corangamite CMA project bids.
- Communicate and streamline funding opportunities for Landcare.
- Support Landcare in attracting multiple sources of funding for the region, through branding and packaging projects to make them attractive to corporate and philanthropic investors.

CASE STUDY 2: Partnership between Barwon Water and Moorabool Catchment Landcare Group an ingredient for success

Barwon Water supplies drinking water to more than 280,000 people across the region. While its water supply catchments are largely contained within the Great Otway National Park and other public land, significant areas of private land also fall within these areas. Recognising the common interest with the Landcare community in improving land and waterway health, Barwon Water established its Landcare Partnerships Program in 2001 to help protect and enhance the region's drinking water supply catchments.

The initial partnership with the Moorabool catchment was through the Moorabool Gorge Recovery Project. In subsequent years, Barwon Water expanded the partnerships program to include the Upper Barwon Landcare Network and the Southern Otway Landcare Network. These partnerships have helped these networks to grow into regionally productive entities with the capacity to apply for and deliver large-scale projects. Funding from Barwon Water enables each

partner to employ Landcare coordinators. In 2011, Barwon Water forged a new partnership with the Moorabool Catchment Landcare Group (MCLG).

Through this support, MCLG has developed increased capacity to deliver on-ground programs, attract funding and build membership, as well as easing the burden on volunteers. MCLG has been able to identify new opportunities, develop proposals and successfully secure other sources of funding, providing all-round better support to its members. A quadrupling of memberships since 2011 and a \$240,000 grant obtained for pest plant control and revegetation works will enable the group to achieve significant goals in the next 12 months.

By taking a community-based partnership approach, Barwon Water and Landcare have successfully integrated landowner, community and agency efforts to achieve the best outcomes for all.

Aspirational goals

Improved conservation and sustainable agriculture outcomes in the Corangamite region.



Long-term outcomes

Landcare groups and networks are central to NRM delivery in Corangamite. Groups and networks are operating sustainably, with diverse membership, increased community capacity, strong partnerships and enhanced investment opportunities.



Intermediate outcomes

Investment in, and by, Landcare is enhanced.

Activity

Support Landcare groups and networks to develop funding applications.

Activity

Support Landcare to develop funding partnerships.

Activity

Communicate and streamline funding opportunities.

Activity

Support Landcare to source funding from multiple avenues.



Foundational activities

Figure 6: Framework for supporting Landcare groups and networks to achieve enhanced investment.

4.4 MEMBERSHIP: Landcare attracts and retains a diversity of members

Landcare groups' and networks' ability to attract and retain a diversity of members influences their function and vibrancy.

The population in the Corangamite region is increasing at one of the fastest rates in Victoria¹. There is an increase in peri-urban communities dwelling on the fringes of major urban centres such as Ballarat and Geelong. Similarly, an increasing number of lifestylers are attracted to the region's coastal and hinterland areas.

A key challenge exists for groups and networks to respond to population and demographic changes occurring in Corangamite and engage communities such as the peri-urban populations, lifestylers and absentee landholders. One of the biggest reasons people join a Landcare group is the social motivation, such as meeting new people and connecting to the local community and environment. There is an opportunity to capitalise on the growth occurring in Corangamite and connect with new populations by

providing opportunities for people to engage and get involved with Landcare.

This will involve identifying what is relevant to these groups and devising new and innovative methods of engagement. A new Landcare for horse owners is one example of a new and innovative opportunity for people to engage with Landcare (see case study 3).

Young people have also been identified as a group under-represented in Landcare. This phenomenon is more pronounced in certain parts of the region than others, e.g. some coastal conservation groups along the Surf Coast and Bellarine have strong youth involvement. In areas where young people are under-represented, there are challenges for groups and networks to develop engagement methods which are attractive to a younger demographic.

Case study 4 demonstrates how a collection of coastal conservation groups on the Surf Coast are utilising the manpower of a young workforce to maximise their on-ground efforts.

CASE STUDY 3:

Landcare for horse owners in the Woady Yaloak Catchment

As a new initiative, the Woady Yaloak Catchment Group (WYCG) is engaging horse owners who are not currently Landcare members in an effort to improve land and horse health. Overgrazing, soil erosion and weeds are common issues for horse owners that can be addressed by adopting best management practices suited to horses.

The program recognises that horse owners are an increasing demographic, particularly in the region's peri-urban fringes.

Karen O'Keefe of the WYCG is facilitating the project and is working with representatives of pony clubs and adult riding clubs in the Smythesdale and Rokewood area. To date, a 'core group' of 20 people meet quarterly. Each meeting comprises a theory session and a property visit.

The program highlights modifications needed for current broad acre farm planning principles to accommodate properties with horses. At the centre of these changes is a different grazing system, designed to suit the grazing habits, social needs and health issues associated with horses. Using appropriate farm planning principles will help address significant environmental problems, including weed control, minimising soil exposure, maintaining desired pasture species and enhancing biodiversity.

The project is funded through the Regional Landcare Facilitator as part of the Australian Government's Caring for Our Country program.

CASE STUDY 4:

Rip Curl Planet Day

For more than 10 years Jan Juc Coast Action, Surfers Appreciating the Natural Environment (SANE) and Surf Coast and Inland Plains Network (SCIPN) have been working together with surf company Rip Curl to deliver the Rip Curl Planet Day event.

The event has grown into a two-day event during which Rip Curl donates the time of more than 200 staff to volunteer with the coastal conservation groups between Jan Juc and Point Addis. The groups spend much of the year preparing for the event selecting sites, weeding, mulching and sourcing the plant stock. Participants take part in the conservation activities such as planting, weeding and staking.

In 2011, Rip Curl staff planted approximately 11,000 indigenous plants.

The groups are quick to admit that their patch of coastline would not be in the condition it is today if they had continued to plod along with their 10 small annual working bees. Partnering with Rip Curl has allowed the groups to accelerate the regeneration of the coastline far quicker and more effectively than they would have otherwise.

As one member said, their success relied on "working smarter, not harder". This philosophy is one that has resulted in multiple benefits. Not only are groups achieving greater conservation outcomes, but through engaging the predominately young workforce at Rip Curl, young people living and working in the local area are exposed to Landcare and local conservation.

Other issues associated with membership are not unique to Corangamite. This includes a general sense of apathy in the community, people being time poor and over committed, and for those involved in groups there are issues with burn-out and sharing the load amongst the same dedicated core.

The Corangamite CMA recognises the importance of supporting groups and networks to attract and retain a diversity of members in order for them to remain relevant and vibrant. This can be achieved through:

- Providing relevant training to groups and networks which provides opportunities for developing membership.

- Supporting groups and networks to retain existing members through identifying, adapting and responding to the needs and interests of current members and sharing successes and learnings across the region.
- Supporting groups to develop relevant and innovative methods of engaging new and under-represented groups e.g. through sharing with, and learning from, one another, better understanding new and under-represented groups and their interests, and using technology such as social media to attract new members.
- Promoting the achievements of Landcare in the region through celebrations such as the Corangamite Landcare Awards.

Aspirational goals

Improved conservation and sustainable agriculture outcomes in the Corangamite region.



Long-term outcome

Landcare groups and networks are central to NRM delivery in Corangamite. Groups and networks are operating sustainably, with diverse membership, increased community capacity, strong partnerships and enhanced investment opportunities.



Intermediate outcomes

Landcare attracts and retains a diversity of members.

Activity

Promote the achievements of Landcare in Corangamite.

Activity

Support groups and networks to develop relevant and innovative methods of engaging new and under-represented groups.

Activity

Support groups and networks to retain existing members.

Activity

Provide training and information to improve network and group membership.



Foundational activities

Figure 7: Framework for supporting Landcare groups and networks to attract and retain a diversity of members.

4.5 SKILLS & KNOWLEDGE: *Landcare groups and networks are skilled and have access to relevant NRM knowledge and training*

Combined, Landcare staff and members possess years of industry experience, an intimate knowledge of the local environment, economy and community, and a diverse array of practical and theoretical skills. This collective knowledge and skill set is a valuable asset to NRM in the Corangamite region, and a strength that can be continually built on.

To some extent we are already capitalising on the broad skill set across the region and using opportunities such as the quarterly coordinators meetings to share knowledge and learn from one another (see case study 5).

CASE STUDY 5:

Farm water planning for Landcare staff

The Corangamite CMA facilitate the Landcare Coordinators quarterly meetings. They provide an important opportunity for Landcare staff and CMA representatives to share information and project updates. The meetings also provide a valuable forum for knowledge and skills development.

Recent meetings have included farm water planning workshops. Farm water planning is essential for land managers, particularly during periods of low and high rainfall. The workshop provided Landcare staff with the necessary skills to deliver farm water planning workshops to farmers.

The workshop addressed annual and seasonal rainfall trends, farm water balance including assessment of water resources and availability e.g. rainwater, dams, groundwater, water courses, water quality, farm water planning and reticulation, OH & S and regulations and legislation.

The workshop equips Landcare staff with the confidence and skills to help farmers to better understand sustainable practices relating to on-farm water management.

Building knowledge and skills is ongoing and there is always capacity to do more.

One of the reasons people in Corangamite join Landcare groups is to increase their skills and knowledge. Therefore, groups and networks have an important role to play in providing relevant capacity building opportunities. This will assist in building broader community understanding of NRM and it's also an opportunity to attract and retain new members.

There are certain functions the Corangamite CMA can provide to support groups and networks to capitalise and build on their existing knowledge and skill set.

- Provide a central database, such as the CMA Knowledge Base, to house regional data as well as provide a portal for groups and networks to access relevant NRM information.
- Coordinate opportunities to build and share knowledge and skills across the region.

- Communicate relevant information e.g. from other levels of government and NRM stakeholders to networks and groups.
- Provide Landcare networks with mapping tools and the appropriate training to maximise the consistency and accuracy of reporting.
- Streamline reporting requirements of groups and networks so they are more efficient and less time intensive.
- Use reporting data, such as Most Significant Change stories, to tell the region's Landcare story.
- Implement a Monitoring, Evaluation and Reporting (MER) Framework to measure the effectiveness of the plan over the course of its life. This includes annual, mid-term and final reviews.

Aspirational goals

Improved conservation and sustainable agriculture outcomes in the Corangamite region.

Long-term outcomes

Landcare groups and networks are central to NRM delivery in Corangamite. Groups and networks are operating sustainably, with diverse membership, increased community capacity, strong partnerships and enhanced investment opportunities.

Intermediate outcomes

Groups and networks are skilled and have access to relevant NRM knowledge and training.

Activity

Implement a MER Framework to measure the effectiveness of the plan.

Activity

Utilise reporting data to tell the region's story.

Activity

Streamline data collection process for Landcare.

Activity

Provide Landcare networks with tools to undertake consistent mapping and data collection.

Activity

Communicate relevant NRM information to Landcare groups and networks.

Activity

Coordinate opportunities to build and share knowledge and skills across the region.

Activity

Provide a central source of information.

Foundational activities

Figure 8: Framework for supporting Landcare groups and networks to develop skills and access relevant NRM knowledge and training.

5.1 TABLE OF ACTIONS

The table of actions (see Table 2) builds on the four outcomes discussed in Section 4:

- Partnerships: Integrated and coordinated partnerships between government, Landcare and other NRM stakeholders
- Investment: Investment in, and by, Landcare is enhanced
- Membership: Landcare attracts and retains a diversity of members
- Skills & knowledge: Landcare groups and networks are skilled and have access to relevant NRM knowledge and training

Specific actions and sub-actions have been assigned to each outcome. The actions and sub-actions identified are for the Corangamite CMA to implement. The ability for the Corangamite CMA to implement the actions was subject to available funding and resources. At the time of writing, the available funding and resources was not well defined. In the interim, the Corangamite CMA will concentrate efforts on those actions identified as high priority and seek additional funding to achieve the plan.

Alignment with Victorian Landcare Program Strategic Plan 2012 five key functions

The four outcomes of this plan align closely with the five functions of the VLP Strategic Plan 2012, as highlighted in Table 1.

Table 1: Alignment with the VLP Strategic Plan 2012 five key functions

VLP Landcare Functions	VLP Landcare Outcomes	Alignment to Corangamite Landcare Support Plan outcomes
Operate	Organised, effective and efficient groups and networks	Aligns with skills, knowledge and membership. Actions relating to training and development, streamlining reporting and administrative tasks and building membership will contribute to organised, effective and efficient groups.
Engage	Landcare groups and networks engaged with communities	Aligns with membership. Supporting groups and networks to attract and retain a diversity of members will help build engaged communities.
Collaborate	Landcare collaborates to increase its reach and impact	Aligns with partnerships. The actions identified under the partnership outcome will help build integrated and coordinated partnerships between Landcare, government and other NRM stakeholders. This will support better collaboration between Landcare, communities and organisations.
Do	Landcare achieves specific and measurable on-ground actions	Aligns with all four outcomes: partnerships, investment, membership and skills and knowledge. A common goal of Landcare groups and networks is to improve the condition of the land through on-ground works. This requires good partnerships, investment, membership and skills and knowledge. The actions identified in Table 2 will contribute to Landcare achieving more specific and measurable on-ground actions.
Tell	Landcare can tell its story	Aligns with skills and knowledge. Telling the Landcare story is important to reward volunteers, recognise the value of Landcare, encourage people to join, be accountable to investors and grow investment opportunities. Building skills and knowledge, particularly relating monitoring, evaluation and reporting, will assist Landcare to tell its story.



Table 2: Corangamite Landcare Support Plan 2013-2018 Table of Actions

Table of Actions											
Outcomes	Actions*	Priority			Alignment to Corangamite RCS Foundations of Change			Sub-actions*			When
		H	M	L	Increased breadth & depth of participation	Increased investment and development of joint priorities	Improved integration and coordination	Increased and widely shared knowledge	*the sub-actions identified are for the CCMIA to implement (subject to resources) unless otherwise specified		
1	Partnerships <i>Integrated and coordinated partnerships between government, Landcare and other NRM stakeholders</i>								<input type="checkbox"/> Work with Landcare groups and networks to navigate, understand and comply with legislation such as, Acts, regulations, planning schemes and overlays, particularly as it relates to ground works.	2013-18	
	1. Support Landcare groups and networks to understand and navigate relevant government legislation.						<input checked="" type="checkbox"/>	<input type="checkbox"/> Support Landcare groups and networks to develop a tool to navigate cultural heritage legislation.		2014	
	2. Advocate the role of Landcare to other government departments.						<input checked="" type="checkbox"/>	<input type="checkbox"/> Support Landcare groups and networks to identify, access and understand relevant data sets, strategies and policy.		2013-18	
	3. Support Landcare to achieve greater clarity in the roles and responsibilities of government departments and land managers.						<input checked="" type="checkbox"/>	<input type="checkbox"/> Work with networks to ensure Landcare needs regarding clarity of roles are addressed in developing the interdepartmental Regional Operating Agreements.		2013-14	
	4. Facilitate partnership development between Landcare and Government.						<input checked="" type="checkbox"/>	<input type="checkbox"/> Support Landcare groups and networks to undertake an audit of skills, intent, aspirations and knowledge across land managers in the region in order to identify gaps and what organisations are prepared to contribute.		2013-15	
	5. Acknowledge the skills and capacity within Landcare to create partnerships for program delivery.						<input checked="" type="checkbox"/>	<input type="checkbox"/> Support Landcare networks to develop a Memorandum of Understanding with other government departments, which identifies the roles and responsibilities of public and private land managers.		2013-18	
							<input checked="" type="checkbox"/>	<input type="checkbox"/> Support Landcare through advocating the Memorandum of Understanding to the relevant Ministers.		2013-18	
							<input checked="" type="checkbox"/>	<input type="checkbox"/> Work with Landcare groups and networks to identify partnership opportunities with key stakeholders.		2013-18	
							<input checked="" type="checkbox"/>	<input type="checkbox"/> Coordinate partnership opportunities between Landcare groups and networks and government departments.		2013-18	
							<input checked="" type="checkbox"/>	<input type="checkbox"/> Support Landcare groups and networks to navigate government departments.		2013-18	
							<input checked="" type="checkbox"/>	<input type="checkbox"/> Utilise the quarterly Landcare coordinators' and chairs' meetings to identify opportunities for partnerships, and in particular developing landscape-scale projects.		2013-18	
							<input checked="" type="checkbox"/>	<input type="checkbox"/> Host an annual forum with Corangamite CMA program managers and Landcare groups and networks to identify opportunities for project partnership.		2013-18	
							<input checked="" type="checkbox"/>	<input type="checkbox"/> Partner with Landcare groups and networks to pilot the delivery of innovative programs e.g. market-based instruments, sustainable agriculture metrics and traditional owner engagement.		2013-18	

Table 2: Corangamite Landcare Support Plan 2013-2018 Table of Actions Cont.

Table of Actions														
Outcomes	Actions*				Priority				Alignment to Corangamite RCS Foundations of Change				Sub-actions*	When
	H	M	L		Increased breadth & depth of participation		Increased investment and development of joint priorities		Improved integration and coordination		Increased and widely shared knowledge			
*the actions identified are for the CCMA to implement [subject to resources] unless otherwise specified													*the sub-actions identified are for the CCMA to implement [subject to resources] unless otherwise specified	
6. Involve Landcare groups and networks in the development of local and regional plans and strategies.				✓			✓		✓				□ Provide Landcare groups and networks with the opportunity to share their knowledge in regional planning through representation on relevant committees, participation in workshops and through direct feedback.	2013-18
2 Investment <i>Investment in Landcare is enhanced</i>					7. Support Landcare to source funding from multiple avenues.		✓		✓				□ Pilot the development of local landscape plans with two Landcare networks.	2013-18
													□ Work with Landcare to implement local landscape plans across the region.	2013-18
													□ Work with Landcare networks to brand and package regional projects to attract corporate and philanthropic investors.	2013-18
													□ Work with Landcare networks to brand and package regional projects to attract corporate and philanthropic investors.	2013-18
													□ Provide an annual funding calendar to Landcare groups.	2013-18
													□ Provide regular communication to Landcare groups and networks of funding opportunities as they arise.	2013-18
													□ Streamline internal CCMA funding opportunities for Landcare.	2013
													□ Streamline the information for external funding opportunities.	2013
													□ Where appropriate, consider Landcare groups and networks in Corangamite CMA project bids.	2013-18
													□ Provide ongoing support to Landcare groups and networks through:	2013-18
													○ Letters of support	
													○ Reviewing applications	
													○ Interpreting funding guidelines & priorities	
3 Membership <i>Landcare attracts and retains a diversity of members</i>					11. Provide training and information to improve network and group membership.				✓				□ Provide training sessions (on an as needs basis) as well as relevant information and support for Landcare staff to increase and retain group and network membership.	2013
													□ Support and encourage groups and networks to survey and engage current members in order to identify interests and needs.	2013-18
													□ Support groups and networks to adapt and respond to the interests and needs of current members through relevant activities and knowledge sharing.	2013-18
													□ Share successes and learnings from other groups and networks in regards to retaining existing members. Use the Regional Landcare e-newsletter and coordinators' and chairs' meetings as an opportunity to share these experiences.	2013-18

Table 2: Corangamite Landcare Support Plan 2013-2018 Table of Actions Cont.

Table 2: Corangamite Landcare Support Plan 2013-2018 Table of Actions Cont.

Table of Actions											
Outcomes	Actions*	Priority			Alignment to Corangamite RCS Foundations of Change			Sub-actions*			When
		H	M	L	Increased breadth & depth of participation	Increased investment and development of joint priorities	Improved integration and coordination	Increased and widely shared knowledge			
*the actions identified are for the CCMA to implement (subject to resources) unless otherwise specified	17. Communicate relevant NRM information to Landcare groups and networks.								<input type="checkbox"/> The RLC and RLF to communicate state and federal information back to Landcare groups and networks.		2013-18
	18. Provide Landcare networks with tools to undertake consistent mapping and data collection across the region.								<input type="checkbox"/> Other Corangamite CMA work areas e.g. River Health, Biodiversity, Land Health to communicate relevant information to Landcare groups and networks.		2013-18
	19. Streamline the data collection process required by Landcare networks.								<input type="checkbox"/> Landcare groups and networks to communicate relevant local knowledge and information to the Corangamite CMA.		2013-18
	20. Utilise reporting data to tell the region's story.								<input type="checkbox"/> Produce a quarterly Regional Landcare e-newsletter featuring news for volunteers, groups and networks.		2013-18
	21. Implement a Monitoring, Evaluation and Reporting (MER) Framework to measure the effectiveness of the plan.								<input type="checkbox"/> Provide each Landcare network with consistent GIS and GPS technology.		2013-14
									<input type="checkbox"/> Provide appropriate training support to enable Landcare networks to undertake consistent mapping and data collection.		2013-14
									<input type="checkbox"/> Coordinate reporting training for Landcare groups and networks prior to the reporting period.		2013-18
									<input type="checkbox"/> Streamline the Monitoring, Evaluation and Learning (MEL) reporting process while still meeting investor requirements.		2013
									<input type="checkbox"/> Landcare networks to provide one "Most Significant Change" story per year.		2013-18
									<input type="checkbox"/> Corangamite CMA to produce an annual Landcare Report Card which will showcase the achievements of volunteers, groups and networks.		2013-18
									<input type="checkbox"/> Undertake annual data collection from Landcare networks in relation to the four outcome areas, as well as group health surveys, to review trends and changes over time.		2013-2018
									<input type="checkbox"/> Undertake a periodic review of the plan to review or adjust actions and sub-actions as required, including a mid-term review by December 2016.		2016
									<input type="checkbox"/> Undertake a full evaluation of the progress and achievements of the plan by 2019.		2019

6. MONITORING, EVALUATION & REPORTING

Monitoring, Evaluation and Reporting (MER) are important elements of this plan in order to respond to successes and failures. A MER framework will:

- be accountable to partners investing in natural resource management
- evaluate the effectiveness of actions undertaken so they can be adjusted if needed
- ensure programs and investment achieve the goal and outcomes of the plan.

This MER framework is based on the following principles:

- New information and knowledge will become available over the life of the plan. This information will need to be incorporated into the plan by taking an adaptive management approach.
- Understanding the strengths, weaknesses and opportunities for Landcare will be a reiterative process and will require ongoing consideration in order for groups and networks to remain relevant and functioning well.
- The success of MER will require strong partnerships to ensure data and its interpretation is up to date and available. This may require data sharing procedures to be established between the Corangamite CMA and Landcare.

MER for this plan will involve:

- Annual data collection from Landcare networks incorporating questions relating to each of the four outcome areas. This will assist to review trends and changes over time. Group health surveys will also assist with monitoring and reporting on issues, trends and changes.
- Periodic review to review and/or adjust actions and sub-actions as required. This includes a mid-term review by December 2016 to coincide with the Corangamite RCS mid-term review.
- A full evaluation of progress and achievements by 2019. This will complement the final evaluation of the Corangamite RCS in 2020.

This plan will be successful if the following are achieved:

- **Partnerships:** Partnerships between government and Landcare are integrated and coordinated.
- **Investment:** Investment in, and by, Landcare is enhanced.
- **Membership:** Landcare attracts and retains a diversity of members.
- **Skills & knowledge:** Landcare groups and networks are skilled and have access to relevant NRM knowledge and training.



APPENDICES



APPENDIX 1: Community Reference Group representatives

Representative

Representative	Organisation
Alice Knight	Chair, Corangamite CMA
Marie Thornton	Board Member, Corangamite CMA
Ian Crook	Board Member, Corangamite CMA
Simon Falkiner	Surf Coast and Inland Plains Network
Ian Lane	Barongarook Landcare Group
Mike Nurse	Southern Otway Landcare Network
Karen O'Keefe	Woady Yaloak Catchment Group
Geoff Rollinson	Heytesbury District Landcare Network
Hedley Thomson	Ballarat Environment Network

Corangamite CMA support

Tracey McRae	Regional Landcare Coordinator
Jackie Scally	Deputy Regional Landcare Coordinator
Bret Ryan	Regional Landcare Facilitator
Cheryl Nagel	Land and Biodiversity Manager

APPENDIX 2: Stakeholder surveys and interviews

Methodology

To gain a further insight into Landcare in the region, and identify the current strengths, weaknesses and opportunities, four stakeholder groups were identified for engagement:

- Landcare staff and network executives
- Landcare group members
- Key knowledge holders e.g. individuals with a long-standing involvement in Landcare
- Past Landcare members

Engagement with these stakeholders aimed to answer the following questions:

- What does Landcare in Corangamite look like?
- What are the strengths of Landcare in Corangamite?
- What are the issues Landcare groups are facing in Corangamite?
- What support would Landcare like from the Corangamite CMA?

The engagement period extended for two-weeks during March 2013. Engagement with stakeholders was undertaken via various means, as identified in Table 2. A total of 150 individuals participated. Participation was optional.

Table 1: Stakeholders and the types of engagement undertaken

Stakeholders		Method of consultation	Number of participants
1	Landcare staff and network executives*	Targeted survey with specific questions relating to Landcare networks. Available online and in hard copy.	18
2	Landcare group members*	Concise survey with questions relating to their group. Available online and in hard copy.	129
3	Key knowledge holders**	Semi-structured phone interviews. Approximately 15 minutes in length.	11
4	Past Landcare group members**	Telephone and face-to-face conversations. Landcare staff assisted with data collection.	2

*Potential participants were identified from the Corangamite CMA Landcare and community-based NRM group database. They were notified of the surveys via email and mail.

**Members of the CRG, Landcare staff and Corangamite CMA staff assisted to identify potential knowledge holders and past members.

APPENDIX 2: Stakeholder surveys and interviews

RESULTS

What does Landcare in Corangamite look like?

The majority of Landcare members in Corangamite are aged between 51 – 80, with those aged between 61 – 70 providing the greatest representation. There is a relatively even split between male and female volunteers. The majority of members live in a rural area.

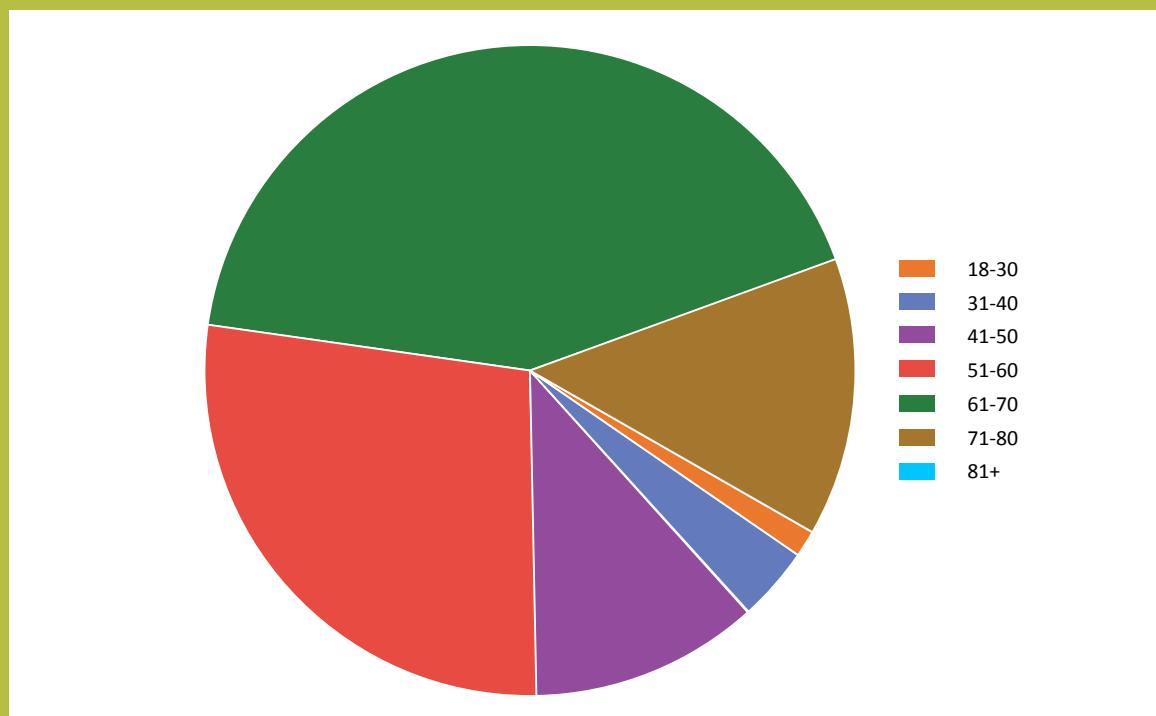


Figure 1: Age categories of Landcare group members who participated in the survey

There is a general feeling that groups and networks are functioning moderately well. Most members, staff and executives indicated that their group or network was moving forward (22%), rolling along smoothly (37%) or struggling along with the same dedicated core group (28%).

Within Corangamite, people are most likely to get involved in Landcare groups for the following reasons:

- the social aspect and a connection to the local community
- to contribute to biodiversity protection and enhancement in the local environment
- to improve the sustainability and productivity of private land
- to increase skills and knowledge
- to access funding and resources.

Groups and networks are active in protecting and enhancing natural assets in their area, in particular waterways, native vegetation, soils, coastal habitats, native fauna and wetlands. Some groups are also active in the protection of public reserves such as National and State parks, roadside reserves and rail trails.

Activities undertaken by groups and networks to protect and enhance these natural assets include weed control, tree planting, pest animal control, education and information sharing and working in partnership with other organisations.

APPENDIX 2: Stakeholder surveys and interviews

What are the strengths of Landcare in Corangamite?

According to Landcare staff and executives, the past ten years have seen some positive changes in the Landcare networks such as stronger and more skilled groups, the ability to attract funding from new sources and adopting a more “business like” model.

- The strengths of Landcare in Corangamite are numerous. The key strengths identified by participants include:
- The social benefits, such as bringing people together around a common issue, building community resilience, celebrating collective achievements, providing a supportive and enthusiastic social environment, and providing an opportunity to build skills and knowledge.
- Contributing to positive biodiversity outcomes on private and public land.
- Consistent, broad-scale projects – the ability to undertake landscape-scale projects over a long term.
- Strong partnerships between groups, networks and other organisations, providing an opportunity to share resources, ideas and efforts.
- Community education and awareness raising – playing a key role in engaging local communities.
- The ability to attract funding from multiple sources.
- Diverse membership – the ability to attract a variety of members irrespective of religion, politics and age and utilising varied communication mediums to engage members.
- The current Landcare network model in Corangamite works well.

Building on these current strengths, Landcare staff and executives identified the following opportunities over the next 5-10 years:

- Building membership and engaging new audiences, recognising generational change and utilising new media technology.
- Becoming a more professional and strategic body, capable of delivering high level NRM outcomes.
- Building on new and emerging projects, such as in the area of carbon sequestration, sustainable agriculture and soils.
- Attracting new partnerships and alternative funding sources (e.g. from the corporate sector).

APPENDIX 2: Stakeholder surveys and interviews

What are the issues Landcare is facing in Corangamite?

Landcare staff, executives and key knowledge holders identified a number of issues and challenges currently facing Landcare in the region. The key issues and challenges include:

- The administration required to access funding is a time consuming and complex process for volunteers. The skills required for this task are unrealistic.
- State and Federal funding is uncertain, and while some groups and networks are receiving funding from alternative sources e.g. philanthropic and corporate accessing this type of funding can be difficult.
- Perception of less Landcare staff and capacity to deliver works.
- Difficulty with succession planning and “sharing the load” within groups and networks.
- Dwindling membership and enthusiasm. There is a general sense of apathy in communities, as well as a lack of young people willing to get involved in Landcare and community-based NRM.
- Disconnection on many levels – between all tiers of government and the community. This translates into disconnection in the landscape.
- A general sense of disillusionment with government. Changing governments, mixed messages and top down approaches all contribute to a disenchanted community.
- A reduced emphasis on community engagement (due to a reduction in funding availability for this type of work). There is a general lack of community knowledge or interest in the environment and a need for more community engagement opportunities.
- A lack of quality control around where and how government money is being spent.
- Difficult to recognise and build on the community benefit of Landcare and community-based NRM.
- The expense of land prevents purchasing it for conservation.

In addition to the challenges, the survey considered the barriers preventing people from getting involved in Landcare. The key barriers include:

- A sense amongst the community that they have already tried everything they can.
- Natural events, such as drought and flood, preventing people from getting involved in voluntary groups.
- Lack of time and over committed.

Demographic issues, such as transient communities, retirees planning to leave the area, absentee landholders and a lack of young people.

- Disillusionment with government through lack of consistent funding, support and a feeling that community are not being listened to.
- A general lack of knowledge about the environment and NRM groups.
- Misconceptions about the time, cost, age and resources required to be involved in Landcare and community-based NRM groups.
- Complacency – a feeling that the problems are not serious enough.
- Conflicting ideals and competing interests amongst other community groups.

APPENDIX 2: Stakeholder surveys and interviews

What support would landcare like from the Corangamite CMA?

The majority of community members have had past involvement with the Corangamite CMA, predominately through the Landcare Team, having received funding or advice from the CMA or through other teams such as River Health, Biodiversity or Land Health.

Only 9.5 percent of community members had not dealt with the CMA and 2.5 percent said they had not heard of the CMA until participating in the survey.

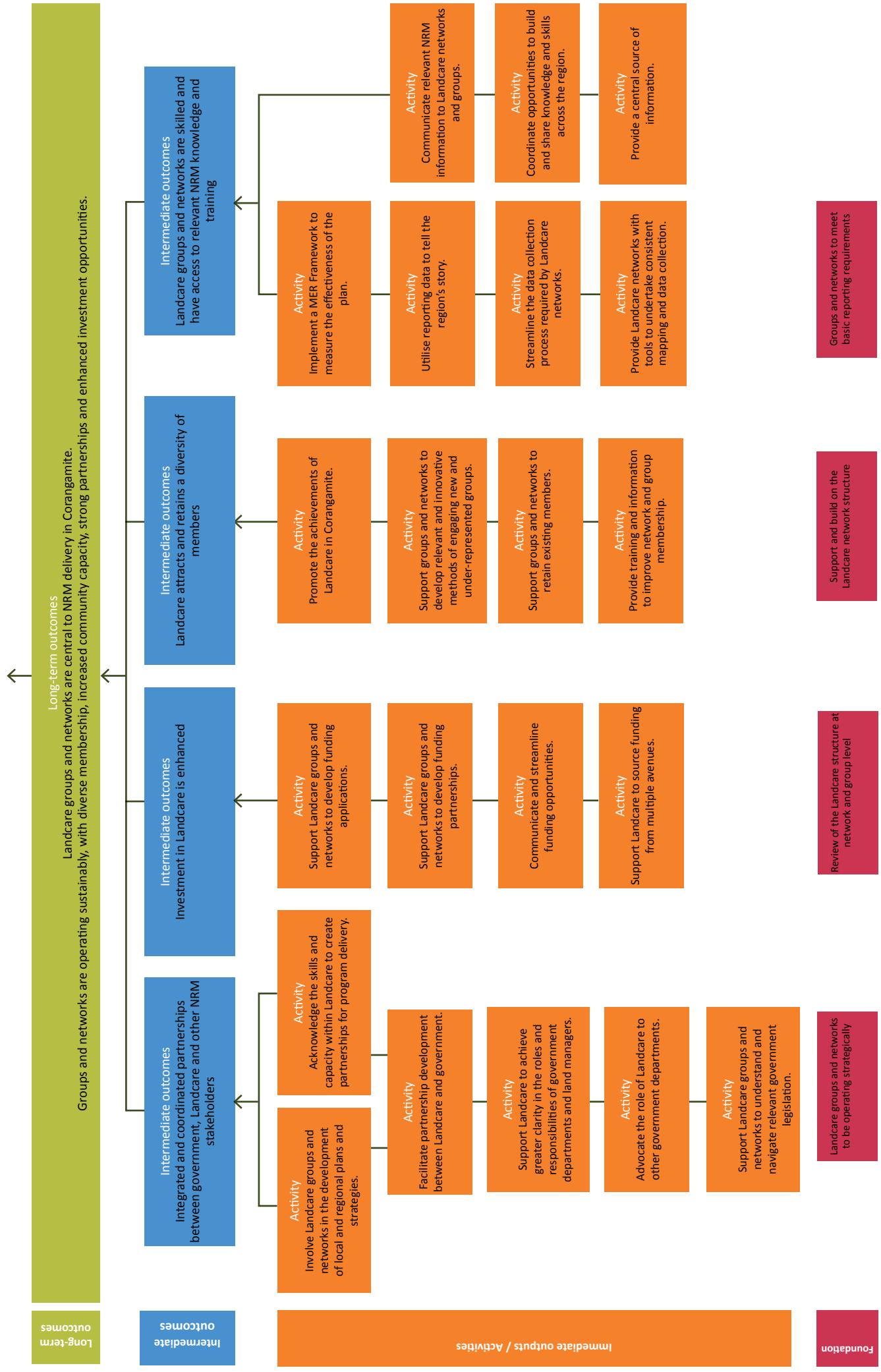
Community members, key knowledge holders and Landcare staff identified a number of areas of support from the CMA that would assist their group to function better. The main areas of support include:

- The CMA to be a facilitator of NRM knowledge, partnerships, funding opportunities and integrated planning across the region, as well as a conduit between government and community.
- Assistance with sourcing and applying for funding – particularly in the area of providing letters of support and strategic alignment, proofreading applications, help with interpreting questions and guidelines, seeking opportunities for collaboration, acting as a conduit between groups and including Landcare in CMA project bids.
- Membership assistance such as promotion of groups, events and help in attracting younger members and other under-represented groups such as the peri-urban community.
- Providing technical expertise and skills to networks and groups.
- Providing strategic planning support to networks, in particular supporting bottom up planning, providing support to networks and groups to develop their own strategic plans and involving Landcare stakeholders in planning decisions.
- Viewing Landcare as a key partner in NRM delivery and utilising the existing skills and expertises within Landcare to help deliver projects.

APPENDIX 3: Corangamite Landcare Support Plan 2013 – 2019 Program Logic

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SUPPORT PLAN 2013







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